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BACKGROUND ON THE APPOINTMENT OF PROF. GRETCHEN KALONJI AS UC DIRECTOR, INTERNATIONAL STRATEGY DEVELOPMENT

The need for an international strategic position at the University of California

Universities around the world are increasingly recognizing the importance of more imaginative internationalization of their programs. Forming new and more effective international partnerships is vital for strengthening research capacity, for the intellectual and professional development of our students, and for enhancing our ability to contribute to the economic development of our regions.

While the University of California has a very strong array of international programs on each of its campuses, to date we have lacked a comprehensive systemwide international strategy. For some time now, President Robert C. Dynes has been developing a long-ranging planning effort for the university. The need for UC to develop internationally quickly emerged as a priority during the course of this planning process, which included gathering data from the regents, faculty, alumni and others within the university community. There was broad consensus that internationalization is key, both to keeping the university and the state of California competitive as well as to anticipating the needs and opportunities of a research university in the 21st century. Thus, strengthening UC's international activities was also high on M.R.C. Greenwood's agenda when she was promoted from chancellor to systemwide provost and senior vice president.

Other public universities, including the University of Washington, have recognized this and have been launching international strategic initiatives. A similar effort by UC – one of the world's most respected leading institutions in higher education – is overdue.

Professor Kalonji's qualifications

Professor Gretchen Kalonji is the perfect candidate to help develop and lead the University of California in this important effort. She is widely recognized for the creative approaches to internationalizing higher education she has pioneered at the University of Washington. When in the course of the UC Santa Cruz chancellor search, President Dynes and Provost Greenwood became aware of Kalonji's work, it was clear to them that this was a case of the right scholar emerging at the right time for the University of California.

As the Kyocera Professor of Materials Science and Engineering at the University of Washington (UW), Kalonji is the first woman to hold an endowed chair in the history of the UW. Prior to joining the UW in 1990, Kalonji served as Assistant and Associate Professor in the Department of Materials Science and Engineering at the Massachusetts Institute of Technology (MIT). Since 2000, she has led a major campus-wide initiative at UW called *UW Worldwide*.

Over the course of her career, Kalonji has a remarkable record of adding value to the institutions with which she is associated. Her professional attention in recent years has focused on two main themes: transformation of engineering education, with a particular focus on women and underrepresented minority groups; and new models for the more effective internationalization of our universities. In the latter, her central strategic approach has been the creation of projects which link university research and education to the solution of practical pressing problems facing our communities, not only in the U.S. but in partner regions around the globe, especially in Asia and Africa. Her primary set of current partners includes universities in Japan, China, Namibia, New Zealand, Mozambique, Vietnam and South Africa. In addition to the university partners, these projects typically invoke the participation of multiple other sectors of society, including local and state government, the non-profit sector, industry and trade associations. In recent years at UW, Kalonji has been successful in securing more than \$19 million in grants to support these novel projects. These funds have supported the efforts of scores of faculty and literally hundreds of students, both at undergraduate and graduate level.

Kalonji's work, both in materials science and in educational transformation, has been recognized by multiple awards and honors, including: the Presidential Young Investigator Award; the George E. Westinghouse Award from the American Society for Engineering Education; the Leadership Award from the International Network for Engineering

Education and Research, and the National Science Foundation's Director's Award for Distinguished Teaching Scholar, the highest honor offered by the NSF. Kalonji has held visiting faculty appointments at numerous universities and institutes around the world, including the Max Planck Institute (Germany), the University of Paris (France), Tohoku University (Japan), and Sichuan University and Tsinghua University (China). She serves on numerous national and international advisory boards and committees, particularly for projects and organizations focusing on innovations in education, equity and access in higher education, and international science and engineering.

Kalonji has a long-term history of commitment to equity and access in higher education, particularly in technical fields. While at MIT, she served as co-director in the U.S. for the Computer Science and Electronics Program at the Solomon Mahlangu Freedom College (SOMAFCO), a school run by the African National Congress in Tanzania to serve the needs of the South African exile community. Building on the expertise in technology in the anti-apartheid movement in the greater Boston area she created, together with colleagues in the African National Congress' high technology and education divisions, a computer science and electronics curriculum spanning elementary to adult education levels, a curriculum implemented at SOMAFCO in the years 1987-90. From 1990-97, Kalonji served in multiple leadership roles in the Engineering Coalition of Schools for Excellence in Education and Leadership (ECSEL), a coalition of seven universities, headquartered at Howard University, which had as its key theme increasing participation in engineering by groups traditionally excluded, through the integration of multi-disciplinary, team-based, design projects throughout the curriculum. In Kalonji's recent international work, a major focus has been to ensure that international research and educational opportunities are accessible to students from all economic backgrounds, both in the U.S. and at partner universities.

International projects initiated and led by Professor Kalonji in recent years include:

Creation of new models for the more effective internationalization of doctoral education: Funded through the NSF's IGERT program, Kalonji brought together a group of 35 professors at UW, and colleagues at partner universities around the world, to create a collaborative doctoral program which integrates interdisciplinary team-based research, a year-long research internship at one of the partner universities, and a pedagogical internship, focusing on some aspect of K-12 or undergraduate level science education. This project is funded at the level of \$3.36 million over five years. Partner institutions include: Tohoku University (Japan), Sichuan and Tsinghua Universities (China), the University of KwaZulu-Natal (South Africa), Eduardo Mondlane University (Mozambique), the Polytechnic of Namibia (Namibia), Can Tho University (Vietnam), and the Center for Research Excellence for Maori Development and Advancement at the University of Auckland.

Project-based approaches to integrating undergraduate research and education: Through the *UW Worldwide* initiative, launched by Kalonji in 2000, faculty and students across the UW campus have been engaged in innovative projects which integrate collaborative multinational research activities into undergraduate curriculum. *UW Worldwide* projects range in duration from those that are embedded in a single course, such as the collaboration on first-year engineering design with Tohoku University, to those which take place within a joint four-year collaborative curriculum, such as the flagship project with Sichuan University, on "Scientific, Engineering and Social Challenges to the Environment in Washington State and Sichuan Province." In the UW-Sichuan program, teams of faculty and students work together on projects in the areas of biodiversity, water resources, forest ecology, human-environment interaction and environmentally friendly materials. In addition to collaborative research activities, starting from the freshman year, the program incorporates extensive language and cultural studies and a year-long reciprocal exchange. The program is the first substantive reciprocal undergraduate exchange program between the U.S. and the People's Republic of China, and it has been recognized by multiple grants and awards in both countries, including, in the U.S., grants from the Fund for Improvement of Post-secondary Education of the Department of Education and the NSF.

New, multisector models for linking international research to local economic development. Kalonji received an award from the highly competitive Partnerships for Innovation program at the NSF to support the involvement of state and local government, the environmental industry, and trade associations, in the work of the binational faculty-student teams in the UW-Sichuan collaboration. Partners on that award include the Washington State Office of Trade and Economic Development, the Washington State China Relations Council, the Northwest Environmental Business Council, and the Washington State-Sichuan Province Friendship Association. These partners have worked together to find ways to link the expertise and services of the 500 small- to medium-size environmentally related firms in the state of Washington to the burgeoning environmental market in China.

Kalonji speaks Swahili and Lingala (a language of the Congo) fluently, and has varying levels of working ability in French, Japanese, Mandarin and Arabic.

The position

Reporting to Provost Greenwood, Kalonji will work toward launching UC as a leader worldwide in the creation of new models for the effective internationalization of higher education. Her central strategy, working with the 10 UC campuses, will be to tap into the university's considerable existing capacity and to develop and integrate new collaborative multinational research activities, as well as curricular and joint programs.

This will be achieved through a range of projects, including building multi-faceted partnerships with partner universities worldwide; addressing important practical multidisciplinary challenges facing both the state of California and its international partners; enhancing international collaboration between faculty and students from the science and engineering communities with those from humanities and social sciences; and exploring the international interests and needs of local communities throughout the state of California.

This effort, which will be forged in collaboration with state and local governments and businesses, will target international opportunities that offer, among other things, substantial research capacities, and a commitment to innovation in education, especially undergraduate education. It is expected that most international partners will be public research universities.

It is also important to acknowledge that in her new role at UC, Kalonji will not report to Chancellor-designate Denton. There is no conflict of interest in this arrangement.

The practice of hiring partners and spouses

There have also been questions raised about the practice of hiring partners and spouses. It is important to recognize that such hirings are now common not just throughout academia, but also throughout the private sector. The reality, in this day and age, is that both partners in a relationship not only tend to work but to have thriving careers. It is not unusual when a partner is approached to leave a current and successful position that they will request that a partner/spouse be accommodated. This is not always possible. But in this case, Kalonji's talents and accomplishments spoke for themselves and allowed us to move more rapidly than is often the case. Frankly, we did not want to lose the opportunity to hire her as well. In addition, it brings another female scholar into the Office of the President.

Kalonji's salary

Kalonji's \$192,000 annual salary is comparable to her annualized \$180,000 University of Washington salary, and appropriate for someone of her stature and credentials serving UC in this capacity. As a systemwide position, Kalonji's salary will be paid by the Office of the President, not – as has been suggested in some press reports – by the Santa Cruz campus.

That said, we are very sensitive to the fact that the salaries we are having to pay to attract and keep top leaders come at a time when other employees are not receiving raises due to repeated state budget cuts. We have made numerous efforts in recent years to provide other compensation to employees in lieu of salary increases – including income-indexed health care premiums and additional contributions to employee retirement accounts. Fortunately, our new budget agreement with the governor provides for increased salary funding so we hope to begin to reverse the salary trend later this year.

Kalonji's housing allowance

As required by UC policy, Chancellor-designate Denton will live in UC-provided housing in Santa Cruz. But because Kalonji will be working at the Office of the President in Oakland, she will live in or near Oakland.

Accordingly, the hiring of both Denton and Kalonji involves two separate careers, two separate moves and two separate residences and, thus, two separate housing assistance allowances.

Consistent with normal UC policy, Kalonji will receive a one-time housing assistance allowance of up to \$50,000 to help her transition to California. As with her salary, her housing assistance will be paid by UCOP.

Kalonji's faculty appointment

In addition to overseeing systemwide international strategic development initiatives, we expect that Kalonji will also join the UC faculty – a position for which she will not receive any additional compensation.

Conclusion

The University of California is immensely proud to have attracted two individuals of such high academic distinction. Hiring just one of them would have been a positive move for UC; hiring both Chancellor-designate Denton and Professor Kalonji must be regarded as a major accomplishment, not just for what it says about the University of California as a magnet for quality, but also about the diversity of our institution in general and the Santa Cruz campus and community in particular. Denton and Kalonji are a perfect fit for our system, for the Santa Cruz campus and for the entire community. We are immensely pleased they have agreed to join us.