

Introduction: Southern Oregon University has an incredible strength in International Programs in comparison to peer institutions and other Oregon regional universities. Our international partnerships and global opportunities position SOU as a “university of choice” for incoming students: 168 incoming first-year and transfer students in Fall 2022 identified “study abroad opportunities” as an area of interest on Navigate. And those who do not participate in a study away experience, still benefit from the vibrancy and diversity of perspectives brought by the international degree-seeking and exchange students in our classrooms. This is an area of strength SOU should lean into that supports our mission as a regionally-engaged university, by providing SOU students with a dynamic campus environment that compels critical thinking and fosters discovery, and by offering “high-impact practices” (Kuh, 2008) in study away and exchange strongly correlated with student success, retention, completion, and positive career outcomes.

1. What are the main objectives of your unit, and how do you measure success in achieving them?

Mission: The Office of International Programs (OIP) promotes and supports global citizenship, diversity, cultural engagement, and exploration for students, faculty, and staff. We facilitate international mobility and cultural exchange through global university partnerships to prepare learners to thrive in an increasingly diverse world. Our advisors offer comprehensive support and admission, orientation, immigration, academic, and personal advising. Staff are knowledgeable about policies, regulations, and trends in international education and serve as the SOU liaison with U.S. government agencies. OIP is a resource for all members of the campus and local community on international inquiries and initiatives.

The Office of International Programs has three primary and three supporting functions essential to permit SOU to enroll and retain international students and offer study abroad educational opportunities while serving as a resource for the campus and local community:

- A. International Admissions
- B. International Student Services and Advising
- C. Education Abroad Programs and Advising
- D. American Cultural Short Programs
- E. SOU Campus Resource for international-related initiatives
- F. Local Community Resource and Passport Acceptance Facility

A. International Admissions:

Objectives are to recruit prospective international students, guide students through the international admission process, review application materials, and evaluate foreign academic credentials to ensure admitted students meet SOU admission standards.

Measures: a strong percentage of students completing applications, successful admissions and very high yield of admitted students choosing to attend SOU.

B. International Student Services and Advising:

Objectives are to provide high-quality advising through a spectrum of services for international student's needs from admission through program completion and post-completion US training. To retain international students in good legal standing in the US, in addition to general student advising for personal, academic, and social success as a college student.

Measures: nearly 100% retention of international students through to program completion, rare immigration legal issues, full compliance with all government mandated reporting and regulations, and high level of international student personal and academic success at SOU. Student's regulatory knowledge is measured by quarterly reporting. Student satisfaction is measured through regular meetings with students, continuous student feedback, and by an end of program departure survey.

C. Education Abroad

Objectives are to provide access to a high-impact practice to all SOU students in the form of study abroad (international) and study away (domestic) programs which evidence shows positively influence student success, engagement, and completion. To this end, we work to maintain and grow a robust portfolio of programs that meet student's interests and needs in regards to academics, affordability, accessibility, geography, and host community demographics.

Measures: number of students participating in credit-bearing global opportunities; breadth of outreach; demographic representation of participating students; student success in selective scholarship applications; and student inquiries and applications. Program development success is measured by the diversity and affordability of our portfolio as we continue to develop to meet changing student needs.

D. American Cultural Short Programs

Objective is to support OIP through revenue-generating programs offered to partner universities sending college-aged students to SOU for American cultural enrichment and ESL language instruction. Programs enhance relationships with partner schools by providing opportunities to visit SOU in programs of 3-4 weeks duration. The objective is to offer high quality, fun programs introducing students to SOU and Oregon.

Success is measured through revenue, student language gains, yield of student participants, and increasing partner relations leading to repeat participation. Student satisfaction is measured by a student exit survey, host family evaluation and partner school feedback post-program.

E. SOU Campus Resource

OIP staff regularly provide support and services across campus programs when international-related questions are raised or programs developed. International Programs offers support through student, faculty and staff collaborations with academic departments, Human Resources, Payroll, Business Services, Contracts & Risk Assessment, Campus Housing, Student Health Center, Dean of Students, Student Life, Academic Affairs, University Provost and University President. OIP is essentially a hub of information for the campus.

Success is measured by successful collaborations across campus and ability to provide expert knowledge towards internationalization of programs.

F. Local Community Resource & US Passport Acceptance Facility

Objective is to be a knowledgeable resource to the local community which contributes to international travel opportunities and globalization of the Rogue Valley. International Programs is an approved US Passport Acceptance Facility and provides revenue-generating passport application services and foreign travel information. In addition, International Programs collaborates with the community and local business through hosting of the short programs, planned cultural activities, and host family relations.

Success is measured through direct community feedback, community reputation and referrals, repeat customers, and an increase of passport inquiries and applications annually.

2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?

OIP offers an extensive range of essential services to students (international and study away). However, as a resource hub for international related programs and issues, OIP regularly provides support to faculty, staff and the general public.

Students – International:

International Programs provides an extensive array of support services to F / J visa international students. Support is provided for all aspects of personal, academic and immigration life in the US from initial inquiry through program completion and post-graduation US training. Walk in advising available 4 days/week in addition to individual appointments. A comprehensive orientation, targeted topic workshops and cultural activities are provided. An overview of services for students includes:

- **Pre-Arrival:** Advising and support from inquiry through application, credential evaluation and admission. OIP staff hold small group pre-arrival orientations on Zoom to engage students and start developing their personal SOU connection.
- **Arrival:** A comprehensive 2-day welcome orientation program is provided to all new international students.
- **During Studies:** Ongoing advising is available to support international students with personal, academic, and immigration needs. OIP plans social and cultural activities designed to create a supportive community alongside events sponsored by the International Student Association (ISA) club. Retention of international students through their program completion is extremely high at SOU, due to strength of advising model.
- **Post-SOU Studies:** Depending on their program, students are eligible for 3 months – 3 years of additional training in the US after their academic program ends. OIP continues to be responsible for all immigration reporting, processing, and advising during their training period until students either transfer to another US university, depart the US, or complete their period of US practical training.

Students – Study Away / Study Abroad Services:

- **Program Outreach:** OIP works to raise awareness around international programs through marketing and events. OIP supports faculty and advisors in identifying appropriate opportunities for particular majors

or academic goals (for ex: field research experience, language fluency, practicum experience), and provides support on curricular integration of study abroad/away programming.

- **Program Selection:** Aid students in program selection to best meet students' academic and other needs without delaying time towards graduation.
- **Applications/Admission:** Facilitates application processes in collaboration with various internal (financial aid, Dean of Students, advisors), and external (exchange partners, NSE, partner providers) for student nominations, applications, course selection, and Cost of Attendance information.
- **Orientation/Visas:** Advisor provides comprehensive overview of travel at pre-departure orientation for outgoing students. Individual visa support and medication import guidance is given particularly for our exchange programs, which requires specialized knowledge in student visa processes for exchange locations.
- **During Program:** Registers students in placeholder credits, administers study abroad and insurance fees, and enrolls them in international health insurance. Also available for crisis situations and change-of-plans.
- **Post-Program:** Students foreign transcripts arrive in OIP and are articulated and submitted to student records. Returnee programming (primarily in winter and spring) also includes workshops on how to utilize your experience in job searching/interviewing, returnee get-togethers, and info sessions/alumni panels on going abroad after graduation (Fulbright, international grad school, Peace corps, TESOL, etc).

Faculty: OIP supports faculty and academic departments by: promoting international faculty opportunities from our exchange partner universities, cross-marketing their international activities/programs, supporting international scholars and visitors, international health insurance enrollment.

Staff: OIP provides additional support and collaboration to staff/admin, including participation in EDI committee, foreign credit evaluation for admissions, supplemental advising supporting SSCs and major advisors, providing HR and payroll on guidance for non-citizen/non-resident employees, supporting students involved with ODOS, and more.

Donors: OIP is not significantly involved directly in donor relations beyond the groups already tied to International Programs (ie Amigo Club, Guanajuato collaborations).

General Public: OIP supports and collaborates as needed with the Amigo Club and Guanajuato sister city relations. We also support the public through our Passport Acceptance Facility.

3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours. Indicate if functionality of the position is tied to federal, state, or institutional compliance.

A. Assistant Director, International Student & Scholar Services and SEVIS Compliance Lead

Federal compliance: For SOU to enroll international students and host scholars, personnel must be authorized by the US Department of Homeland Security and US Department of State acting as the Primary Designated School Official (PDSO) and Responsible Officer (RO) at SOU and bearing primary responsibility for both F and J visa programs, government reporting, SEVIS operations, and immigration regulation compliance.

Federal compliance: Authorized US Passport Acceptance Agent

Position description:

- International Student Advising and Student Support
- SEVIS & Immigration: Serves as the governmentally approved PDSO and RO responsible for SOUs enrollment and advising of F and J visa students and J visa Exchange Scholars.
- Immigration Training and Reporting: Lead person responsible for training and supervising DSO/ARO authorized staff on student/scholar immigration regulations and SEVIS operations.
- Government Agency: Lead staff advising on government agency issues for international students / scholars (IRS, SSA, DMV, USCIS), hiring of international students, nonresident taxation, and payments.
- Exchange Programs: Primary contact for exchange partner university programs for incoming exchange students, partner relations, and student support in application and admission.
- Student Service, Staff and Faculty Contact: Serves as the principal contact for international student related issues across campus services and academic departments.
- Passport Acceptance Facility: authorized US Passport Acceptance Agent providing passport application review and information.

B. Education Abroad Advisor

Federal compliance: Authorized US Passport Acceptance Agent. Completes Clery Act submission for OIP

State compliance: Facilitates international health insurance coverage for all SOU-affiliated travelers

Institutional compliance: Coordinates annual IMPROV assessment for OIP; certifies or provides “university approval” for all SOU applicants to study abroad providers and Gilman scholarship.

Position description:

- Partner Relations: Manages a portfolio of bilateral exchange and 3rd party provider programs
- National Student Exchange: Manages NSE program for both incoming and outgoing students
- Safety and Risk: Applies risk management practices to student travel and portfolio development
- Marketing and Outreach: Creates promotional materials, info sessions, and other student-facing comms
- Advises and Supports Students: through initial inquiry, application, participation, and return
- Health Insurance: Primary contact for health insurance company providing insurance to all students, faculty and staff travelling out of the US

- Scholarships: Promotes scholarship opportunities for study abroad and assists students with applications
- Academic Departments: Collaborates closely with departments on OIP opportunities, marketing of faculty-led programs, and dissemination of Faculty/Advising-facing information
- Passport Acceptance Facility: Authorized US Passport Acceptance Agent providing passport application review and information.
- Student Staff Supervisor: Hires, trains and supervises student interns

C. Senior Coordinator, International Student Services and Short-Term Program Coordinator

Federal compliance: Authorized Designated School Official (DSO) and Alternate Responsible Officer (ARO) for the university. Authorized to operate within the SEVIS database on behalf of SOU for international student immigration purposes.

Federal compliance: Authorized US Passport Acceptance Agent

Position description:

- International Student Advising
- Short Term Programs: Manages the American Culture and Language programs
- Student Staff Supervisor: Hires, trains and supervises student workers
- Recruitment: International student recruitment and relationship development for international admissions and short programs. Advantage of cultural skills in Thailand and long-term relationships in Japan.
- Passport Acceptance Facility: Authorized US Passport Acceptance Agent providing passport application review and information.

D. Senior Coordinator, International Admissions & Programs

Federal compliance: Authorized Designated School Official (DSO) and Alternate Responsible Officer (ARO) for the university. Authorized to operate within the SEVIS database on behalf of SOU for international student immigration purposes.

Federal compliance: Manages the US Passport Acceptance facility at SOU. SOU point of contact for the US Department of State passport operations and is an authorized US Passport Acceptance Agent

State / Institutional compliance: Admission process and evaluation standards

Position description:

- International Admissions Process: Responsible for complete international admissions process
- SEVIS immigration: Responsible for issuing initial immigration documents and SEVIS processes
- International Student Advising
- International Student Association club advisor

- Health Insurance: Primary contact for insurance company relations, student's quarterly enrollment and advising students on medical insurance claims processes
- Scholarships: Responsible for international student scholarship evaluation and awards
- Budget: Lead on office budget operations
- Passport Acceptance Facility: Manager of the passport operations. Authorized US Passport Acceptance Agent for passport application review and information.

E. Student Workers (5-10 hours / week)

PEAK International Programs Peer Advisors (2 students) [8 hrs/wk]

- Students provide critical initial advising and outreach on study abroad and study away opportunities.
- Designed to be a paraprofessional position to provide student employees significant growth in areas of customer service, marketing, outreach, communication, and organizational skills

Work-Study Front Office Assistant (1-2 students) (5-10 hours/week)

- This position provides important frontline support for our office, in lieu of administrative/clerical assistant
- Critical support for passport acceptance facility hours: walks visitors through checklist to assess for completeness of application package before customer waits to be seen. Can take copies of documents as needed for application, and take passport photos.

4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the university's mission?

The 4 staff members in the Office of International Programs feel confident in the success and support of currently provided programs. However, with only 4 staff meeting the array of current responsibilities for students, faculty and staff across campus, there are demands which cannot be provided, areas where improvement is desired, and goals to advance programs that cannot be currently met with available staff resources.

- Faculty-led program development and support: Many SOU faculty are interested in developing short-term global opportunities to travel with their students. This is also a growing area of student interest. This is a potential area for growth and revenue-generation, but would require significant staff support that we have not had capacity to provide. Faculty-led programs are typically not as cost-effective for students.

- International Scholars Program: SOU currently offers a J visa visiting Exchange Scholar program for international research scholars and professors hosted at SOU. This program is underutilized. We can also apply to programs like Fulbright Visiting Scholars. These could provide creative solutions for departments seeking faculty coverage over sabbaticals and faculty searches, while contributing to internationalization. These programs bring international learning to the SOU campus, strengthening SOU's mission related to diversity.

- Marketing Materials and OIP Website: The creation of professional-looking marketing printed materials, website, and social media campaigns to recruit international students for admission and provide to exchange partner schools for their recruitment purposes is a demand unmet. Materials used by domestic admission are not designed for an international audience as costs, programs, application process, access to financial aid, etc. differs for international applicants.

5. How could the university help your unit do its job better?

Additional support to improve services would be helpful in these areas:

- Recruitment / Promotion: Access to SOU high quality photos and assistance in the design process to use in program marketing and website development. There has been reluctance to share resources for university promotional purposes.
- Admissions: Increased collaboration with admissions to improve communications for admitted students. International students do not receive the same messaging at admission, as some topics, processes and messages are not applicable for international students and create confusion. However, it would be useful to have some access to CRM tools and messages to improve our content and better mirror messages other students are receiving and tracking sent messages, read messages etc.
- Grant support: International Programs staff are interested in pursuing grant opportunities to support new opportunities and financially support programs.
- Syllabi Repository: Exchange partners and former students often request copies of syllabi. At many overseas universities, course syllabi are available online. If syllabi could be accessed easily from an online database this would be very useful.

6. In what ways does your unit relate to other units of the university, academic and non-academic?

For example, what services do you provide to other units?

What services do other units provide to you?

On what tasks do you collaborate with other offices?

Here are some brief examples of the connections International Programs has across campus:

Support provided to other units and collaborations:

- All Academic Programs: International Programs collaborates in exchange program opportunities and promotion, program development, faculty overseas travel, hosting international visitors and exchange scholars, managing and developing international related programs.
- All Student Services: International Programs collaborates with staff across campus as an information resource and in support of issues that arise for international/study abroad students, international visitors, and international travel. Staff regularly offer services for Housing, Raider Student Services, Dean of Students, Student Life, Career Connections, Health Center and Counseling, etc.
- Admissions: academic credential evaluation for domestic students with foreign credentials
- Human Resources: verifying work eligibility for international students and scholars. Assisting students/ scholars with the hiring paperwork and taxation process
- Payroll: providing taxation information and support for US nonresident employees

- Risk Management: international health insurance for all SOU-affiliated global travelers
- Advising: Managing initial advising and class registration for all new international students. Providing continuous advising and class registration to exchange students throughout their programs. For study abroad students, providing more intensive support for students in course selection abroad and degree planning/curricular integration
- Business Services: providing guidance and support related to payments and travel stipends for international visitors

Services provided to us and collaborations:

- Admissions: provides support and staff knowledge on admissions processes and we collaborate regularly in the admissions process
- Housing: offer special arrangements for students to move in early for international orientation
- Stevenson Union Staff: Kay Swader and custodial staff provide wonderful support for our programs and activities. Their resources and assistance are a big help to our programs.
- Student Life Staff: support the International Student Association (ISA) club and the club advisor in International Programs to be able to offer cultural activities and events.
- Mailroom: provide support in the mailing process, without which our documents would not reach worldwide destinations
- IT support: IT assists staff with technology, training and problem solving
- Dean of Student's: staff provide extra support and collaboration when international / study abroad students need additional assistance or conduct issues are involved.
- Raider Student Services: we collaborate regularly with all of RSS in problem-solving and supporting students through registration, accounts, payments, grades, credit evaluation, credit articulation, graduation progress questions
- Budgeting: Deborah Lovern provides essential support to International Programs in budgeting practices and is a strong collaborator in finding solutions

7. What skill sets and resources does your unit possess that can be shared with other units at slack times?

As International Programs staff are involved in the year-round cycle of recruitment, pre-participation advising, orientation, advising during programs, and post-program activities, slack times are rare. In any available time when student demands ebb, those times are used on on-going projects, material-development, and programmatic and assessment infrastructure.

International Programs currently supports staff, faculty and other departments when international initiatives are created or questions arise on international topics. In particular, we are regularly a resource for:

- Foreign credential evaluation for Admissions
- International student, scholar and employee hiring and taxation for HR / Payroll
- International visitor invitations and payments for academic departments and Business Services

- Immigration / legal advising (focus on F, J, tourist, TN and other general international visas) for admissions, academic departments, HR, Payroll, Business Services

8. Which individuals in your unit are cross-trained and in what areas?

Cross-training within International Programs Staff

- Tracey is the lead immigration expert, however both Rojana and Noel are trained as international advisors. They are familiar with general immigration regulations for F/J visa students and provide advising for travel approvals, some SEVIS operations, and a variety of student advising issues.
- Rojana has some study abroad cross-training and was able to provide advising during a staff leave.

Cross-training outside International Programs

- Tracey has previous experience in career and study abroad program advising.
- Tracey is familiar with a wide range of banner functions, academic advising, course registration, and nonresident hiring / taxation processes.
- Ariel has previous experience in career advising, admissions, academic advising, and student life programming
- Rojana is trained in several banner functions, some academic advising and student club advising.
- Noel is trained in several banner functions. She previously was responsible for invoices, posting payments and is the current budget administrator for the office.
- Noel is trained as a Student Club Advisor

9. What resources do you need to improve your services to a superior level?

There are areas International Programs can make improvements to services and to staff professional development. Here are a few examples of resources that would help us improve our programs:

- Professional training in international programs:
 - Exchange partner development
 - Project management
 - health/safety risk assessment and management for study abroad programs
 - H1b work visa training and application procedures
 - Host family evaluation and review to improve risk assessment procedures
- SOU Training
 - General Education: training on the new GE pattern requirements so we can advise students
 - HR/ Payroll processes beyond initial hiring to fill the gap of knowledge between filing initial paperwork and issuance of W2/1042S annual tax forms

- Marketing/ Recruiting: support of photos and materials that can be used in our international-facing materials
- Website: support for updating and redesigning International Programs website
- Application: the current international student application does not include certain information points needed for international students. This requires additional paperwork to be submitted separately. It also does not fit the need for different groups applying to SOU (ie exchange students, Kings academic students, Kings non-degree students). This means these groups must complete paper applications which must be input and processed by hand by OIP
- New Programs: a central repository of information on currently available majors and certificates, and new programs as they are officially approved.

10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?

Technologies currently available to International Programs staff include:

- Navigate – helps with student recruitment for study abroad and targeted messaging
- Zoom – this has been a great game-changer for our international communications
- Website: a website update is needed (inside.sou and sou.edu) and beyond our skills
- Canva: we have access to Canva for creating marketing materials, however our skills are limited.
- Social media: we have access to social media platforms, however skill level is varied across staff.

11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?

If we had the time, marketing support, technology support and financial resources, our first priority would be to create professional looking marketing printed materials for our programs and partner schools along with an updated comprehensive website with information for each group of people International Programs serves (international degree students, study abroad students, exchange students, Kings students, non-degree students, international scholars, international visitors, and the public for passports). These would greatly impact our program's effectiveness in recruitment and being an informational resource.

12. How do you review and evaluate your department's yearly performance?

Comprehensive assessment is available in IMPROV through 2018 report. OIP recently completed a review and revision of our assessment metrics to better align with the new staffing structure, current programs, and to provide more useful data. We have identified the following as key performance indicators with some details to provide context.

Special note: Data from AY 2017-18 is often provided below as a year with complete data representative of pre-COVID conditions. Global mobility was interrupted March 2020 – September 2021 and is slowly beginning to recover.

- Number of students receiving study away promotion, classroom presentations and navigate messaging
 - AY 2020-2021: Limited events due to COVID uncertainties

- AY 2019-20: 855 students at 49 promotional events, 27 faculty and staff meetings
- AY 2017-18: ~1,700 students at 59 promotional events.
- Number of study abroad applicants and participants
 - AY 2022-23 (anticipated totals): 30 students, 40 terms abroad + 4 outgoing NSE (12 terms) & 6 incoming NSE (9 terms) [global mobility still recovering post-COVID]
 - AY 2018-19: 65 students, 91 terms abroad + 1 outgoing NSE (3 terms) & 11 incoming NSE (22 terms)
- Evaluation of representation factors within study abroad applicants and participants (diversity of student's academic majors, identities, abilities, ethnicities, etc)
 - New metric
- Evaluation of utilization of exchange program capacity
 - New metric
- Number of prospective international student communications
 - New metric
- Number of international student applications begun (completion rate new metric)
 - AY 2021-22: 79 (continued COVID impacts)
 - AY 2020-21: 28 (restricted from coming to US by COVID)
 - AY 2019-20: 108
 - AY 2018-19: 137
 - AY 2017-18: 171
- Number of international students successfully admitted and yield (admitted/attended)
 - AY 2021-22: 53/40
 - AY 2020-21: 13/6
 - AY 2019-20: 76/55
 - AY 2018-19: 85/40
 - AY 2017-18: 94/68
- Evaluation of quantity and quality of international advising sessions and programming
 - AY 2021-22: 469 + 187 (virtual)

- AY 2020-21: Remote (Zoom + Phone call advising uncounted)
 - AY 2019-20: 376 (Fall + Winter, March 2020 + remote and not counted)
 - AY 2018-19: 647
 - Quarterly orientation, Annual employment and tax workshops, cultural events with ISA
- Evaluation of international student experience (end of program survey)
 - Review revenue generation through short programs American Culture & Language programs

Academic Year	# of students	# of schools	Revenue	Expenses	Profit
Winter 2020	14	3	\$40,530.00	\$21,536.98	\$18,993.02
Summer 2019	34	7	\$98,430.00	\$50,335.13	\$48,094.87
Summer 2018	32	5	\$92,640.00	\$46,428.35	\$46,211.65
Summer 2017	17	4	\$49,515.00	\$26,206.05	\$23,308.95

- Evaluation of short program student and host family experiences (end of program survey)
- Review revenue generation through Passport Acceptance Facility
 - AY 17-18: PAF revenue: \$42,893 – an increase of 26% from the previous fiscal year.
 - # of passport applicants: 1065 -- a 12% increase over prior year.
 - # of walk-ins and phone calls from PAF customers: 1188
 - AY 18-19: PAF revenue: \$51,169
 - # of passport applicants: 1071
 - # of walk-ins and phone calls from PAF customers: 1641
 - AY 19-20: PAF revenue: \$33,707 (closed facility due to COVID, March 2020)
 - # of passport applicants: 671
 - # of walk-ins and phone calls from PAF customers: 972

*Supporting data provided here came from previous assessment framework sunset in 2021, so may not perfectly address the KPI as now phrased (ex. Records enrolled students, but not yield of admitted-to-enrolled).

13. Explain how your unit could function with:

A 10/20/30 percent reduction to staff

A 10/20/30 percent reduction to non-personnel resources

What would be the consequences or other effects on service delivery in each case?

International Programs could not function with a further reduction of staff. Staff have already had to absorb additional responsibilities due to the new staffing structure eliminating 2 key positions – OIP Program Director and IEP Academic Director.

International Programs currently operates with a lean budget and limited spending. We also currently include revenue generating activities: short programs and passport applications.

A reduction of staff or resources would impact:

- Our ability to offer Short Programs, a revenue generating program.
- Our ability to develop new programs, or pursue new funding avenues through grants
- Our ability to continue with NSE partnership, the loss of which would disproportionately impact program access for students with disabilities, DACA students, STEM majors, and access to study away opportunities at minority-serving institutions, HBCUs, and Canadian exchanges
- Professional development opportunities and trainings for staff, needed due to frequent regulatory changes
- Reduction in national memberships essential to perform job responsibilities
- Lead to reduced study abroad program participation with program cuts
- Any further reduction of staff or FTE would lead to the closure of our US Passport Acceptance Facility (PAF) operations. PAF is revenue generating but recorded as only 5% of staff job responsibilities.
- Reduction of budget would impact international programs and orientation, such as financial support for early move in to attend orientation, transportation assistance (airport pick-ups, social security, essential supplies, local cultural activities)

14. What opportunities exist for greater collaboration and team approaches in the delivery of services?

OIP is currently collaborating across campus services and academic departments. As international students/scholars and study abroad students have special needs, having staff with specialized expertise in these programs is essential and, in the case of international students, governmentally-mandated. Our location in the SU has also been a positive collaborative opportunity with Student Life and the SJEC; international students are often marginalized on college campuses, and having our central location has been a positive for making international students more connected and engaged in the core of campus life.

Areas for collaborative growth:

Admissions x Study Abroad: Admissions reached out earlier for student photos as they developed a campaign for local students showcasing study abroad/exchange as a way to get outside their comfort zone even if attending school close to home. More than happy to grow and expand this collaboration/message/initiative.

Admissions x Community Colleges x International Students: Collaboration to further develop the pipeline not only of domestic students enrolling in SOU from community colleges, but international students from those community colleges, could be developed. Lane Community College has one of the largest International Student populations in the state, for example.

Study Abroad x Career Counseling: Study abroad and internships are both “high-impact practices” that share common positive outcomes for student success, and many questions we receive in OIP center around how to work abroad after graduation (promoting Fulbright, TESOL, graduate school, etc).

Academic Advising x Study Abroad: Possibility for greater collaboration in advising for areas with significant cross-over of student population (IS, WLC)

15. How many “middle managers” do we have? Are there opportunities to reduce middle stata in the organization and expand the span of control?

N/A.

16. What technological improvements could be made that would result in labor savings?

- Updating the International Programs website, could create some labor savings for initial program advising, and improve recruitment efforts.
- Creating a new international student application form that includes all required information, and had flexibilities based on program type (international undergraduate and graduate vs exchange, Kings academic, Kings nondegree) that could feed responses into the Banner/WorkDay system would result in efficiencies from not needing to request additional documents and enter information manually.

17. How can a service be more efficiently delivered?

- OIP could take “ownership” of incoming NSE student acceptance + admission + registration/advising (5-6 students/year). They currently go through the regular admission process, with some differences, but advising/communication would be stronger if grouped with our exchange students, where they have more logistically in common.
- Improving the International Programs website content and information about programs would be a stronger informational resource.
- An international admissions application suiting the different student populations applying would make the admissions process more efficient.

18. What processes do we have that can be streamlined or eliminated to improve service delivery?

International Programs processes are streamlined to provide information required for mandatory regulatory reporting and functional programs.

Some areas where streamlining has already occurred on Education Abroad side: digitizing application process, improving study abroad side of Inside SOU, creating a database of course equivalency history for classes taken abroad.

19. Restructuring: What efficiencies might be gained by consolidating similar entities?

International Programs serves as the sole resource hub for international initiatives at SOU. There are no similar entities at SOU. Any consolidation of staff to creatively construct FTE (ex. .8 study abroad + .2 elsewhere) would negatively impact current programs. Any projected salary savings should be compared to opportunity cost of OIP overall ability to generate revenue through PAF, revenue through short programs, and ability to offer current services.

20. Personnel: Have we worked around or structured around non-effective personnel and other personnel issues, and is this the time to stop indulging and start confronting the issue(s)?

N/A

21. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, cheaper?

SOU has contracted with Kings Education group to outsource some international recruitment services. International Programs continues to recruit for exchange partners and international students admissions in targeted markets (Oregon, Washington, California, Canada, English speaking countries and other areas outside Kings purview). This relationship is expected to enhance the quantity and diversity of international student applications.

Currently, to offer a breadth of opportunities we partner with select third-party study abroad organizations to complement our portfolio of direct exchanges. We are also considering membership in an international exchange consortium (ISEP) which would expand opportunities further (particularly from an EDI standpoint), however membership does come with a membership cost, so financial sustainability of membership is being carefully evaluated.

22. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?

International Programs staff have a “high touch”, strong customer service ethic in all of the services we provide through in-person meetings, small group advising, Zoom, and phone calls. We strive to provide this level of support to students and our collaborators.

Providing a high level of support for all can tax our capacity. Continuing to improve our information/communications structure could positively impact time spent addressing inquiries (particularly for student recruitment).

Continued on next page

23. Benchmarking: Compare your unit with similar units at other institutions or national norms.

	SOU	OIT	EOU	WOU	Univ of Alaska Southeast	Univ of Alaska Fairbanks
FTE undergrad Fall 2021[1]	2600	2900	1157	3371	2000	4000
International Enrollment (Fall 2021)[2]	54	28 in Klamath Falls + 20 in Portland	25	24	fewer than 20	183
Student Abroad Participation (2018-19)[3]	183	0-10*	22	0-10*	0-10*	28
International Staff [4]	3 Advisors: (1 Immigration/ Advising, 1 Admissions/ Advising, 1 Short Programs/ Advising)	< 1 (part of her role as Student Affairs Manager)	< 1 (part of her role as Asst. Dir, Student Diversity & Inclusion, and International Programs)	1 (admissions done separately)	No international office. Services provided part-time by admissions staff.	3 Director + 2 advisors for admissions/ advising
Study Abroad Staff	1 Advisor	0 The 1 staff person covers both international + sa roles	0 The 1 staff person covers both international + sa roles	.5 (1 FTE shared- Study Abroad + Career Services)	1 advisor (combined study abroad/NSE + admissions)	1 Advisor
Exchange Program options	Bilateral exchange, dual degree exchange, partner schools, 3 rd party provide programs, National Student Exchange, faculty led programs	Only 3 rd party providers. No exchanges	Only 3 rd party providers. No exchanges	Only 3 rd party providers. No exchanges	Only 3 rd party providers. No direct exchanges, NSE partner	Primarily 3 rd party providers. Limited direct exchange partners, NSE partner

*Schools whose study abroad participation was below 10 were not listed in the report

24. What can we stop doing?

We have already stopped international recruiting trips as we outsource that function to Kings. We have also stopped international travel associated with visiting or establishing international partner relations, as Zoom has opened up many viable non-travel alternatives.

In these times, opportunities for international education experiences are increasingly desired, and directly support the university's mission and overall success. It is important for a university to offer comprehensive support to the students it welcomes from abroad. Students today expect to have access to study abroad opportunities. Loss of current services would greatly diminish our standing as a university of choice educating future leaders and global citizens.

[1] From individual institutions' Institutional Research pages

[2] From individual institutions' Institutional Research pages

[3] Institute of International Education's Open Doors Report data. Numbers include all credit-bearing student travel, which includes study abroad/exchanges, OAL expedition, Departmental Faculty-led Programs, and Summer Language Institute; 64 of these 183 students were on OIP study abroad/exchange programs.

[4] Information obtained through industry awareness and informational interviews with counterparts at institution