A. Introduction

A strong and sustained institutional commitment to enhancing the international dimensions of the University of Minnesota’s teaching, research, and outreach missions is critical to the relevance of programs and the education of our graduates. As the world becomes increasingly complex and interconnected, the University must ensure that its students, faculty, and staff understand, promote, and integrate cultural and global issues into development of an “internationalized mindset.”

Ad hoc faculty committees convened in the 1980s and early 1990s were unanimous in their calls for an umbrella unit that could create effective economies of scale in the delivery of mandated services as well as those deemed critical to enhancing the international dimension of the University’s complex and interconnected teaching, research, and outreach missions. As a result, the University consolidated some international units in 1986 and 1993 and adopted the OIP name in 1999. OIP is most explicitly not a faculty unit and is charged primarily with internationally oriented tasks that can be done most efficiently by a centrally located unit, whose programs and services would have less coherence and be more expensive if decentralized. As a result many OIP functions or programs are system wide and in service to the internationalization needs of the University and its academic programs. The OIP reporting line is now through the Senior Vice President for System Administration, which is in keeping with the significant system roles of OIP. This new reporting line offers a broadened platform for the development of services and platforms.

The Office of International Programs consists of the following units:

- Office of the Executive Director – 645 Heller Hall
- Center for Advanced Research on Language Acquisition (CARLA) – 619 Heller Hall
  (one of 14 National Language Resource Centers)
- China Center – 290 Humphrey Center
- International Student and Scholar Services (ISSS) – 190 Humphrey Center
- Learning Abroad Center – 230 Heller Hall

Mission Statement and Motto

“OIP seeks to promote, coordinate, and support high-quality international educational programs, services, and outreach that enhance the University of Minnesota’s goals.” In keeping with this mission, the OIP motto is “Preparing Global Citizens.”

B. Update for Major Goals from 2003 Compact

I. OIP Accomplishments and Major Issues Faced

Some of the most notable accomplishments in OIP units during the last year included expanding enrollments for study abroad and increased participation in workshops coordinated by all units, merger of two former OIP units into the new Learning Abroad Center, revision of websites, successful fundraising initiatives in the China Center, new international alumni initiatives (including new awards), acquisition of grant funds, and the acquisition of a useful new conference room. Major issues faced were continuing problems and costs associated with federal mandates and policies related to international students and scholars and homeland security, unexpected costs
II. Addressing the Needs of International Students and Scholars

Needs in this area have accelerated during the last two years due to federally mandated homeland security initiatives including the SEVIS tracking system and security clearances, which have caused serious delays for new and incoming students and scholars. Major technology issues involving PeopleSoft and other systems have also had to be addressed. As a result, the ISSS office is involved in major changes related to federal regulations, improved integration of systems and new processes for doing work, and increasingly accessing and assuring security of information through computers rather than paper files. Accomplishments last year include:

- ISSS office entered around 1,000 new students and scholars into the database and provided advice or counseling to many of the 3,300 students and 1,200 international scholars on campus from about 130 countries.
- Numerous ISSS staff worked closely with staff from OIT, HR, Financial Records, Graduate School, and Admissions and Records to address issues related to SEVIS and PeopleSoft and concerns about declining international student enrollment. The total cost to the University to meet the SEVIS federal mandate is now well in excess of $500,000, with much of this occurring in ISSS and OIT. The new responsibilities have resulted in significant overtime, replacement of many computers, and the addition of 1.5 FTEs.
- About $509,000 was awarded in a combination of work-related financial aid and public or private scholarships to the most needy international students. An additional 116 students received partial tuition waivers worth about $1.24 million total (see also Culture Corps next).
- International students are served by several very successful programs offered by ISSS. The biweekly “Small World Coffee Hour” social is a time for networking and cultural sharing between international and domestic students, faculty, and staff. Each Small World attracts 150 to 200 participants. International students can also apply for and participate in “Culture Corps,” a program that provides a stipend from student fees that encourages students to work with faculty and bring cultural or other special information to classes and projects.

III. Assisting Domestic Students in Addressing International Education Needs

This goal is addressed in many ways, but is primarily focused on increasing the opportunities and reducing barriers associated with different kinds of learning abroad opportunities for all students system wide. Accomplishments in the last year include:

- Learning abroad enrollment for UMTC undergraduates increased by 15% this year since last year to a total of at least 1388 students. There was a similar increase across all campuses. In addition to the UMTC students enrolled in study abroad programs, about 125 additional students participated in international work, internships, and volunteer opportunities in a single office. This is very unique in a large university.
- Much has been learned about study abroad during the last three years due surveys—completed by 2,173 sophomores, 1,720 seniors, and 350 faculty/advisers—and in work with multicultural advisers addressing the low enrollment of ethnic minorities in learning abroad programs.
- The merger of two former OIP offices to form the Learning Abroad Center now gives students seeking any degree (undergraduate and graduate) access to not only study abroad programs, but assistance on international work, internships, and volunteer opportunities in a single office. This is very unique in a large university.
- OIP provided Admissions & Records $50,000 in study abroad scholarships to be awarded as $1,000 scholarships to assist in recruiting outstanding freshmen. These have been very effective, are a win-win for both offices, and help to increase the visibility of study abroad. In addition, LAC coordinates a $100,000
system wide study abroad scholarship program and additional donor-based UMTC scholarships that typically range from $500 to $750 each.

- As a result of the merger and loss of nine positions due to budget issues, LAC has revised many job responsibilities and processes. To assist students, advisers, and faculty, a major investment has and continues to be made in databases and systems that interface with PeopleSoft.
- The China Center assisted in the development of programs for use in K-12 Chinese language curricula and recently hosted 450 Chinese language students from five local high schools in a joint television program with counterparts in Beijing.
- Administered and awarded several University and national fellowships for undergraduate and graduate and professional students.

IV. **Outreach Programs That Address International Needs/Opportunities**

All OIP units are involved in outreach programs, which are most frequently conducted as workshops, seminars, or programs and are most often supported by fees and/or grants. All have been well received and most will be continued.

- CARLA conducts a series of Summer Institutes for professional development of K-12 language teachers, postsecondary instructors and faculty, researchers, and teacher educators. Last summer CARLA offered 10 institutes with an enrollment of 227. Eleven summer institutes will be offered in 2004. Since it began a decade ago, CARLA has served more than 3,400 teachers at all levels from 47 states and 52 countries including almost 1,700 Minnesota teachers through a variety of professional development programs.
- CARLA also provides a yearlong professional development program on content-based language instruction that has involved 128 K-12 teachers and is in its fifth cycle. In addition, immersion teachers, administrators, and parents in the U.S. are served through an extensive website, newsletter, association, and summer institutes. CARLA also provides specific support for Minnesota language teachers with workshops on assessment, standards and curriculum development, and a monthly electronic newsletter on professional development opportunities, information, and resources.
- The China Center—through contracts with the private sector and Chinese city, provincial and federal governments—organizes short- and long-term workshops for mid-career executives on topics such as ESL, economics, leadership, computer science, personnel management, environment, government operations, and more. These programs were suspended during the SARS outbreak but in 2003-04 these workshops involved 77 people in five different groups. University faculty and staff and outside experts provide content in these workshops. Since fall 2001, the program has served 275 people in 17 programs, totaling $429,061 in contracts.
- In April 2004, LAC hosted a very successful international conference on study abroad curriculum integration with a large turnout of 400 people (many others had to be turned away due to space limitations). This conference was a requirement of the Bush Foundation grant and received excellent evaluations. The closing plenary speaker from Indiana University called our curriculum integration efforts a “landmark project in the history of study abroad.”
- ISSS, through a grant provided by American Councils, conducted a 10-day orientation/workshop for 125 junior faculty from institutions in the Newly Independent States and the Baltic countries in preparation for their year of study in the U.S. They recently received a grant to continue these projects next year.
- The China Center conducted two business colloquiums and some on-site workshops on doing business in China that have involved about 100 local business people.
V. Faculty/Staff and Unit Assistance in International Programs

OIP units provide a host of services and assistance, add value to the campus through sharing information and experiences, and provide grants and seed funding for exploring or initiating international initiatives.

- OIP provided faculty international travel grants ($400 to $700 each) to 89 faculty system wide last year. In addition, OIP provided funds to assist project initiation efforts in numerous colleges for projects such as the Mississippi-Mekong River Project of the Water Resources Research Center, the UMD School of Fine Arts exchange program in Palermo, the College of Human Ecology initiative in Mexico, an international internship program for IT students, and several linkages in China involving libraries, the environment, biology, and law.

- The China Center has worked closely with the Law School and the Beijing Fazheng Group to establish an L.L.M. degree scheduled to start in 2005. Discussions are underway for additional programs in human ecology and natural resources.

- LAC works with many faculty each year on scheduling and other arrangements associated with Global or Custom Seminars in different countries. Most are delivered as three-week study seminars for University students during May intersession. Last year, 33 faculty led programs in 27 different sites around the world.

- OIP works closely with MUCIA (a consortium of six Big 10 universities) on international academic and development projects. A new agriculture and rural development project in Egypt was initiated with the University of Illinois as the lead and involving expertise from COAFES. OIP also continues to be involved in discussions and planning for a major ESL project in Turkey.

- ISSS provides visa and document processing that enables scholars and foreign faculty to come to the University. In recent years, foreign faculty accounted for about 15 percent of faculty hires.

- During the last three years the Bush Foundation grant has involved more than 350 faculty and advisers in workshops, 26 in year-long programs to internationalize their courses, and 70 in facilitated study abroad site visits to a variety of countries. The workshops and site visits have ranged from orientation about study abroad to detailed discussions about integrating study abroad into different majors.

- ISSS provides numerous workshops for University staff and departments on working and communicating more effectively across cultures and on regulations and changes for units with international students and scholars.

- CARLA sponsors on-campus presentations of local and national speakers that last year attracted 380 faculty, staff, and graduate students from across the University.

- OIP is responsible for maintaining a central database of all international exchange programs and provides faculty or units with contacts in other countries or universities.

- Numerous OIP staff participate in seminars or lectures on a variety of topics as requested by different units of the University and outside groups or organizations.

VI. Development, Alumni, Visitor, and Advisory Committee Programs:

Two new changes last year were the addition of a half-time development officer and a new emphasis on making connections with international alumni. We have spent significant time on developing and administering a new international alumni award and trying to find ways to communicate with alumni living in other countries. These have proven to be challenging issues.

- Development efforts in the China Center have been very successful. These include a $500,000 gift to endow the Bob and Kim Griffin Building U.S.-China Bridges Lecture and a $150,000 gift from the Beijing Fazheng Group to establish academic exchange between the University and China. The China Center has also initiated a China Center Friends organization to cultivate younger donors.
and smaller gifts and to help establish a volunteer base for the China Center. A $5,000 contribution has led to the creation of the China Center Corporate Partnership to assist in sponsoring programs between the China Center and local businesses.

- Last year OIP established the Distinguished Leadership Award for Internationals, awarded to outstanding international alumni and friends, to draw attention to the outstanding accomplishment of our many international alumni. In two rounds, we have honored 14 outstanding university alumni from 12 countries. The award will now be on an annual cycle.

- Efforts to find ways to connect with alumni outside the U.S. have proven to be very challenging despite some initial success with alumni chapters in China. This is a common obstacle for many universities that have tried to initiate such programs. We are still hopeful that we will have sufficient interest in one or more countries to offer a Golden Homecoming where a group of alumni would return to campus in 2005 for a visit and renewal of contacts. Plans are in place to initiate a new alumni chapter in Hong Kong next fall.

- Planning is underway for celebrating the 50th anniversary of the Medical School’s role in starting the first medical school in Korea. This development project and others will be featured as a part of International Education Week in November.

- OIP is involved in arranging itineraries and meeting with dozens of international visitors to campus each year. These visits are by individuals and groups and frequently involve multiple meetings on and off campus.

- OIP receives guidance from a number of advisory committees that draw upon the expertise of people at the University and in the community. Last year there were a number of major changes in these committees. The mission of the China Center Advisory Council was extensively revised in 2003 and now includes some members outside the University. The former ISTC board was eliminated (due to the merger) and a new Learning Abroad Center Advisory Committee was formed. The CARLA Advisory Committee and the OIP International Programs Committee have been very helpful and continue to function as before.

VII. Communications

High-quality communications are instrumental to OIP’s success. Communicators from each group meet monthly to help facilitate communication and ensure quality. Each OIP unit maintains a website and a range of other communications vehicles. Some of the communications highlights and issues from last year include:

- Websites have become increasingly critical for disseminating information to our audiences and is a major focus of each unit. OIP developed an online International Directory providing the entire campus with a “onestop” for all things international at the University. (The Directory is currently linked on the University’s home page but is in danger of being removed. It is imperative that the University back-up its status as a “world-class university” by highlighting “international” on its homepage.)

- All units produce a variety of hard-copy publications or handouts, including informational brochures, newsletters, and annual reports. A new Guide to Hosting International Visitors provides a valuable and much-needed resource to the University community. Hard-copy newsletters have been been replaced by electronic newsletters except for China Center News, which is sent to a large off-campus list. We have determined that e-newsletters are more cost-effective and convenient for our on-campus audiences.

- A new hard-copy and online publication, the International Profile, provides a useful overview of the University’s diverse international programs for both on- and off-campus audiences. This publication is available for use by any University unit.

- OIP provides information, resources, and experts for local and national media requests.
VIII. Diversity  
OIP employs 101 OIP staff that includes 15 FTE student employees. Nine individuals are ethnic minorities and 16 are internationals. In addition to diversity among our staff, most of OIP’s work involves working with people of diverse backgrounds and helping to prepare students, staff, and faculty to work with cultural diversity in the U.S. and other countries.

One specific item OIP addresses in the area of diversity is the enrollment of ethnic minorities in study abroad programs, which is still quite low. A group of multicultural advisers was formed a few years ago and has been working with LAC to address this issue. In addition, diversity scholarships (approved by General Counsel) have been created and some additional scholarships have been assigned to General College. Survey and focus group information indicates that in addition to financial concerns, ethnic minority students frequently mention issues related to family, work, and friends as reasons for low participation.

C. New Long-Term Goals  
These new goals are critical not only to the operation of OIP programs, but to ensuring that the University—through its faculty, staff, and graduates—is a relevant institution in this global era. It is no longer possible for programs, faculty, and graduates to minimize the significance and need for expanded internationalization of our campuses, programs and thinking.

1. Invest in additional human resources related to information technology to provide more central leadership and coordination of IT needs and issues across all OIP units. This would be done by establishing an “IT Team Leader” through a 25 percent buyout of a current employee’s responsibilities. In addition, a retirement provides an opportunity to fill a redesigned position. It has also been determined that our IT technical staff are spending too much time on routine “tech support” issues. To alleviate this issue, we plan to hire two half-time undergraduate students. The estimated cost for these human resource changes and additions is estimated to be $45 to $50,000. OIP will fund this internally through reallocation of current OIP resources unless the budget cuts preclude this from taking place.

2. ISSS and LAC have major needs related to integration of systems with PeopleSoft and/or the development of databases. In addition, this summer it will be necessary to decide if the work in ISSS can be conducted with a mixed computer platform and if the existing Macs will need to be replaced with newer Mac G-5s or PCs. ISSS is currently working with OIT on use of an Image Now system to move toward a paperless office. Study abroad programs are currently not as integrated with PeopleSoft systems as they need to be—even after LAC has made an investment of a few hundred thousand dollars in programming to accomplish this. The budget shortfall in LAC has greatly slowed progress on this important project. The total cost of these needs is very significant and cannot be handled by the OIP budgets. These needs should be addressed ASAP because of the demands in serving students, faculty, advisers, and in the case of ISSS, meeting federal mandates. The total cost will depend upon what has to be done in ISSS about the computer platform and how much assistance OIT can provide to both units. Minimal hardware purchases and moving the other projects at a faster pace than currently possible would require an estimated $80,000 to $100,000 in temporary staff, hardware, and some software in addition to what is already being invested by OIP. A more definitive estimate should be possible in August after more is known about exact needs in ISSS, but system testing in ISSS and database developments in LAC have been initiated due to the urgency of advancing this work.

3. Additional scholarships for study abroad and international students are a high need. This is because of a variety of different reasons for each.
   • In the case of study abroad, there is a Provost’s commitment to the Bush Foundation that in FY05 there will be a combination of $500,000 in scholarships
from central and collegiate funds. There is currently $225,000 provided by central and what we can readily identify in colleges does not come close to making up this difference. In addition, most study abroad scholarships are in the range of $500 to $750—too small to be most effective. The goal should be closer to $1,000, similar to what we award through Admissions to use in recruiting outstanding students. The need here must be addressed through a combination of central, collegiate, and development efforts. The designation of $200,000 of central funds for study abroad scholarships to be used in a matching program would be significant and very helpful to fundraising.

4. OIP has serious salary issues that have been previously documented in relation to loss of staff to other units and to positions outside the University. In numerous cases, OIP salaries were $8,000 to $20,000 lower! It is unacceptable for individuals who are doing similar or even a higher level of work to be paid so much less. It is a constant problem in hiring new people at the “market” wages because existing OIP staff with much more experience or responsibility are paid less. OIP requests permission to establish a plan to be implemented over the next few years to address this serious issue. OIP units will need to find ways to internally fund this request. It would take a few years to make significant progress, but this issue has to be addressed. People doing similar work over time in a service unit like OIP to those in colleges should be paid similarly. It appears that this kind of discrepancy is increasing.

5. The declining international student applications and enrollment, may lead to a decision that the university needs to put in place a recruitment program for international students. Such a program could involve international alumni in ways that have proven successful in other universities. With the exception of China, reconnecting with international alumni has proven to be more difficult than imagined, but a student recruitment aspect could be very positive and lead to a win/win situation. Therefore, if it is decided that the University needs a coordinated plan for recruiting international students, OIP needs to be involved to provide our expertise on numerous issues and consideration of alternative recruitment programs. Any such plan will certainly require additional staff.

D. Enrollment Management

The only unit in OIP linked to enrollment is LAC through its involvement in learning abroad programs, all of which take place outside the U.S. in an average of about 80 countries each year. These students do not pay tuition, but instead are assessed a program fee that is different for each program. The University’s goal is that each campus has 50 percent of the number of undergraduate graduates each year enrolled in a study abroad program that year. Last year this was about 21 percent for UMTC campus and about 50 percent for Morris. This percentage is impacted by world events, the economy, health issues such as SARS, and increased efforts toward improving campus graduation rates.
E. Facilities Issues
Currently, OIP’s major space issue is related to additional office space for ISSS; however, in the current location there is no apparent option. Related to this need is the fact that students and departments would be better served by OIP if: 1) OIP and its units were in contiguous space on the East Bank in a more central and visible location for students and 2) in closer proximity to other student services for undergraduates and graduate students. For example, the current Bell Museum building would be an ideal location for OIP and some student service units when it is vacated and remodeled the new Bell Museum is built on the St. Paul Campus.

In 2003, OIP was assigned Room 110 Heller Hall. It was converted from a lounge area that accommodated a few students on a daily basis to a multipurpose meeting room. 110 Heller is the only large meeting area that OIP has to accommodate meetings of more than 15 people, student orientations, workshops, short courses, and the successful biweekly Small World Coffee Hour. (The Grievance Office and SPAN program also use 110 Heller.) OIP units are increasingly in need of space for these kinds of programs, which are now frequently held in this refurbished space. It is not possible to get classroom space for programs that span from half a day to a month, and many of the programs need to be in close proximity to the OIP units.

With the merger that led to the Learning Abroad Center (LAC), a number of internal space changes were made. Room 94 Blegen (formerly the ISTC office) now houses the Denmark International Studies program, OIP mail services, and some storage. These moves allowed us to consolidate all advising and services for learning abroad students in and around 230 Heller Hall. This single-stop location is a great convenience for students and conserves LAC staff time.

F. Financial Issues

1. Tuition – The agreed upon tuition revenue estimate for OIP is $0 for fiscal year 2003-04. TUITION REVENUE DOES NOT APPLY TO OIP.

2. ICR – The agreed upon ICR revenue estimate for OIP is $32,798 for fiscal year 2003-04.

3. Fees – OIP fees approved for fiscal year 2003-04 are as follows:
   • Learning Abroad Center Program Fee – These include the cost of the program (which varies by site) and funds to support LAC that range from about $900 to $1,800 depending upon administrative costs associated with the program. Program fees do not require any approval and are set by operational costs and market competition.
   • ISSS F & J International Student Visa Administrative Fee – $50 per semester, $25 for summer session
   • ISSS J Visa Administrative Fee – $150
   • ISSS H Visa Administrative Fee – $900
   • ISSS O Visa Administrative Fee – $1,000
   • ISSS Permanent Resident Administrative Fee – $2,500

4. Recurring Cuts Made by OIP to Deal with FY03 Fiscal Realities: When the grant writer position became vacant on July 1, 2002, about half of the funds from that position were used to fund the 1.5 percent salary/fringe increases for FY03. The remaining balance and additional funds from the OIP system wide initiatives account were used to cover the FY03 budget cut of $62,256.

5. FY04 Overview of OIP Budget
   • The current all-funds OIP budget is $20.16 million, but only $2,412,828 (12%) are O&M funds and $621,825 (23.8%) of these O&M funds are in scholarships and fellowships. Therefore, O&M funds are highly leveraged.
   • $17.75 million (88%) of the non-O&M budget is derived from grants, program fees, student fees, and University Foundation accounts. Almost 80 percent of these funds are paid to providers of learning abroad programs outside the U.S.
• OIP will have at least $939,642 in grants but receive only $32,798 in ICR because on many grants there is no ICR and for others it is as little as 8 percent. Thus, ICR is only 3.5 percent of grant totals and provides minimal assistance on larger budget needs.

• $1,482,112 (56.7%) of the O&M base is directed to salary and wages.

• $3,395,591 (21%) of the non-O&M estimated budget is directed to salary and wages.

G. Compact Development
This current OIP Compact was updated and seriously revised and shortened from the previous one. A dozen individuals from all five OIP units were solicited numerous times for information and feedback—some provided input for the numerous drafts and reviewed the final OIP Compact for 2004. The final document was drafted by the OIP executive director and edited by our communications coordinator. This document captures advances and changes during the last year and gives direction for the next.

H. Data Profile
• In winter of 2004, OIP’s five units had 101 employees (FTE), of which 15 FTEs were students.

• Only 12 percent of OIP’s budget is from O&M funds.

• ISSS advised and counseled the majority of the 3,294 international students and about 1000 scholars that were enrolled at the University in FY04.

• A total of 1,294 UMTC students studied abroad in 2002-03. Of these, 135 were graduate and professional degree students. UMTC undergraduate study abroad enrollment for 2003-04 increased by 15% in the last year to 1338. In addition, about 360 students from outside the University enrolled in our programs. May and summer enrollment increased 36.9 percent from 2002-03.

• A total of 189 faculty from all four campuses were supported in FY04 by OIP travel or program grants as follows: faculty grants (109), initiatives (10), curriculum integration site visits or internationalization of courses (62), and China program initiatives (8).

• In FY04 CARLA conducted 10 summer institutes with an enrollment of 227 people from around the country and world. They also sponsored on-campus presentations of local and national speakers that attracted 380 faculty, staff, and graduate students.

• The curriculum integration project has impacted more than 485 faculty, advising, and student services staff on all campuses since its beginning in summer of 2001, contributed to the significant increase in study abroad enrollments on all four campuses, and has been called a “landmark project in the history of study abroad.”

• Contracted training programs through the China Center included 77 participants in five programs for a total of 25 weeks of workshops in FY04.

• Endowed scholarships through the University Foundation provided $86,959 and enabled 18 students to study abroad. The average amount of these scholarships is much higher in comparison to most study abroad scholarships because every other year either four to five Katherine Sullivan Scholarships are awarded for two semesters abroad at $10,000 each.

• A total of $39,000 was allocated to 20 students in both 2003 and 2004 through the Walter H. Judd International Graduate and Professional Fellowships program. (2001=26, 2002=22, 2003=20, 2004=20)