

## International Programs Self-Study 2025

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## Mission, Values, and Goals

The mission of International Programs at the University of Iowa (UI) is to build and promote teaching, learning, and research opportunities for UI students, faculty, and staff throughout the globe. As stated in its [Strategic Plan](#), the core value undergirding this mission is for Iowa to continue and grow as a leading international institution serving the state and the world. The University of Iowa itself has always underscored the importance of global education, as evidenced in the [UI's Strategic Plan](#), where the terms "international," "global," and "world," appear four, seven, and sixteen times, respectively. Likewise, the UI's newly reconfigured [Office of Access, Opportunity, and Diversity](#) has selected, as one of its two chief areas of responsibility, that of, "Providing campus wide accreditation support while teaching the skill sets for Hawkeyes to lead our global workforce." These defining institutional documents convey the truth that the work of International Programs constitutes a value in and of itself to the University of Iowa. The UI's core values, as stated in its Strategic Plan, i.e., creativity, community, excellence, inclusion, and integrity, are essential to the principles that guide our department. We would add that IP's mission and values involve a commitment to generating ideas and programming that foster global awareness as well as a sense of belonging for all cultures on campus.

Our goals naturally flow from our mission and values. As stated in its current Strategic Plan, IP's objectives can be summarized by the following:

- Increase cultural/global competence for all students
- Enhance success of international students
- Deepen relationships with international research partners (e.g. faculty, universities, research centers, NGOs, extramural funding agencies)
- Strengthen/expand collaboration with UI colleagues, partners, alumni, and the external community
- Advance broad participation in all IP programs

Beyond these stated goals, IP prizes its role in convening globally minded stakeholders on campus and across the world to establish and reinforce networks that enhance the teaching, research, and service profiles of all involved. Because International Programs falls under the direction of the provost, it has access to all UI colleges and departments. Consequently, IP is in a unique position to build connections throughout the university. By virtue of its expertise and resources, IP seeds and grows programming that would not exist in its absence. The result is significant value added to the UI's academic mission, especially in the realms of applied and experiential learning.

What follows is a detailed—but not exhaustive—internal assessment of IP's current function and performance in the categories outlined in the [provost's charge from April 2024](#). The self-study report was written by the IP Leadership Team, specifically, the dean, the directors of Operations, Study Abroad, International Student and Scholar Services, Communications and Relations, as well as the business manager. Multiple drafts were shared with the entire department before the final version was submitted to the provost in December 2024. Appendices are included at the end of the report to provide information regarding the previous review in fall 2020, as well as the current Strategic Plan; the departmental website; budget and enrollment numbers; a sampling of local, national, and international media coverage; as well as the most recent organizational chart.

## Developed Programming for International Students

A key component of IP's mission is to ensure the success of the UI's international students and scholars. Currently, the University of Iowa has 1,700+ enrolled international students, with roughly 1,400 of those students matriculated in graduate and professional programs, with the remaining 300 registered as undergraduate students. The UI's international cohort also features about 300 former students engaged in post-completion training who remain on University of Iowa immigration documents and are supported by our office. In addition to these students, we support over 200 J-1 scholars who are at the university for temporary research, teaching, and other projects. Over 100 countries are represented in these populations. For decades, IP's International Student and Scholar Services (ISSS) unit has served these members of our campus community. At present, ISSS has 6.2 FTE, whose job it is to lend advice and support in the following areas:

- Immigration
  - Enrollment
  - Travel
  - Employment
  - Visa and immigration status issues
- Personal matters
- Mental health, sexual misconduct, bias triage
- Financial issues
- Cultural adjustment
- Intercultural training (for student, staff, faculty, and community at large)
- In-person and electronic contacts

With respect to the list above, programming takes the form of workshops, video tutorials, information sessions, and one-on-one meetings with advisors. These responsibilities are part of ISSS's standard portfolio, and we regularly update staff training to make sure our team stays current with federal, state, and university regulations and policies. Our priority is to deliver fast and effective service so that students may pursue their various degree programs. Where we go above and beyond is in designing an advising system where five international student advisors provide immediate, personalized advice to the more than 2,000 students and scholars sponsored by the University of Iowa. These students and scholars can visit our office in person or meet with us virtually from across the country and even around the world. This advising is done in addition to creating programs that enrich the international student experience. The current review provides an excellent opportunity to describe these initiatives in depth.

One example that stands out is ISSS's efforts to bolster on-boarding and orientation activities, which are geared toward new international students and scholars. During the COVID-19 pandemic and in its aftermath, we have created a vast repository of online resources for students to consult before setting foot in Iowa City. Among our most successful ventures is the [Pre-Arrival Webinar Series](#). The prerecorded presentations are given by campus experts, and allow incoming students to access information on housing, travel, academic expectations, employment, placement tests, and a variety of other relevant topics at their own convenience. Students have made frequent use of these materials, which enables them to have more targeted sessions with individual advisors. By providing information about university resources and procedures beforehand, the Pre-Arrival Webinar Series has streamlined the onboarding process and put

students in a better position to hit the ground running when they arrive for in-person orientation before the start of classes. This series also goes hand-in-hand with our new pre-arrival advising. By making use of the same system which allows us to advise current students across campus, we provide individualized advice to new visa applicants before they even make their visa appointment.



Ryan Lim

ISSS has refined fall and spring orientation so that the on-campus experience represents the smoothest possible transition from the online preparation offered by our office. International graduate and professional student orientation begins a week before the undergraduates arrive since many of them hold teaching and research assistantships that require reporting to campus earlier. Naturally, fall orientation is the largest, so to facilitate the acculturation process, ISSS has aligned international student orientation with [On Iowa!](#), the weeklong university-wide set of activities centered on helping new students socialize and adapt to their new surroundings. Combining our orientation with On Iowa! provides newly arrived international students with a greater sense of belonging and accelerates their integration into the campus community. Over the course of orientation week, ISSS organizes sessions on topics such as immigration regulations, health insurance, English proficiency testing, academic advising, and course registration.

Information on the nuts and bolts of starting at the university is balanced by activities emphasizing cultural adjustment, social interaction, sessions for parents, campus tours, and an introduction to [Success at Iowa](#), an online course designed for all new undergraduate domestic and international degree-seeking students at the University of Iowa. In addition to these formal sessions, orientation week is punctuated with regular meetings with small groups led by current international students who often continue to help and mentor their group members throughout their first year on campus.

“ My time on campus these past two years have been great! Going into college, I was concerned on being able to adjust and acclimate to being miles away from home. However, the support of the ISSS was instrumental in helping me get through the transition. The international student orientation helped to introduce me to other international students who could relate to my experiences, and I’ve also befriended locals that help me get acquainted with American culture.”

Ryan Lim, theatre arts student from Singapore

Acclimation does not stop with orientation. ISSS organizes a large number of activities and partners with local groups to continue supporting international students and scholars throughout their time at Iowa. The most prominent include:

- [Life in Iowa](#)
- [Bridging Domestic and Global Diversity](#)
- [Engaging Across Cultures](#)
- [Story Stitch](#)
- [International Coffee Hour](#)
- [International Student Advisory Board \(ISAB\)](#)
- [International Education Week](#)
- [Friends of International Students/International Women's Club](#)
- [iPeer Mentorship Program](#)
- Support for student organization events

Our goal is to help international students become engaged in ways that extend beyond their degree programs. Often, international students are somewhat isolated, with their contributions frequently overlooked. One job of International Programs is to make sure the campus and the general community appreciate what international populations bring to our institution, region, and state, while providing opportunities for both groups to know one another and create meaningful connections.

In this vein, we underscore the success of particularly noteworthy initiatives. The first is [Building Our Global Community](#) (BGC), a certificate program which just celebrated its twentieth anniversary. BGC enables UI faculty and staff to learn about the experiences of international students and scholars to facilitate greater cultural understanding. The sessions focus on recognizing how interactions are influenced by divergent environments and worldviews, while emphasizing that differences can be overcome through communication and greater awareness of one another's backgrounds. Building Our Global Community is part of IP's contribution to faculty and staff enrichment, with its popularity illustrated by the 1,000+ faculty and staff that have attended courses and by the 450+ certificates earned.



Samantha Gray

“I am so grateful that I had the opportunity to complete the BGC certificate program. This program is so impactful, and I recommend that every faculty and staff member complete this program. As a staff member who is newer to the University of Iowa and did not attend the university as a student, it was so helpful to be able to learn comprehensive resources and strategies to support international students at our university. I now feel more confident that I can support my students and refer them to appropriate resources.”

Samantha Gray, academic advisor in the UI Tippie College of Business

As part of IP’s mission to internationalize the campus, BGC can be considered part of our outreach efforts to the university community. In going beyond the UI, among the most noteworthy of IP’s town-gown initiatives is the annual [Thanksgiving Meal](#), hosted in collaboration with Friends of International Students, the Iowa Women’s Club, and the Office of the Dean of Students. Also known as the Fall Break Meal, the gathering brings together students, faculty, staff, and community members in a way that allows everyone to sit, relax, and enjoy one another’s company as the Thanksgiving recess begins. The meal is generously funded by a donor whose intention is to facilitate connections between international students and the larger Iowa City population. Last year, we served over 150 meals, with the event becoming more popular after COVID. The visibility and impact of the Thanksgiving Meal is readily apparent, with the warm expressions of gratitude from the participants rendering the experience even more meaningful.

If the Thanksgiving Meal can be considered an informal celebration of the sense of belonging IP seeks to create for international students and scholars, then the [International Student Graduation Celebration](#) represents a more formal—but no less joyous—expression of these efforts. The idea for this event began during the pandemic, with the first ceremony held virtually in 2020. Since then, the activity has grown dramatically, with attendance at the 2024 event topping over 200. The graduation features the standard speeches by faculty and students, as well as presentation of awards for activities involving leadership, service, civic engagement, and research. However, in the spirit of what one sees in such gatherings abroad,

our celebration is complemented by food, recitals, and performances that reflect the cultures and personal experiences of the graduates. As we know, international students are often taken for granted by the institutions that host them. IP's impetus behind organizing this ceremony is to promote our international communities while showcasing the academic and cultural vitality they bring to Iowa.

Complementing our more socially oriented programming are initiatives that focus on career development and leadership skills. As part of Life in Iowa, International Student and Scholar Services organizes [workshops on Optional Practical Training](#) (OPT) as well as [Curricular Practical Training](#) (CPT). The professional opportunities offered through OPT and CPT are a major reason why international students come to the United States. ISSS holds OPT and CPT sessions throughout the year, with attendance strong and continuing to grow. The support does not end with the workshops, as international students regularly avail themselves of our advising services as they apply for OPT and CPT. UI faculty and staff assisting our international students also rely on our expertise in this realm. The result is sustained support for our international students and scholars by helping them transition—both administratively and personally—from academe to the work world.

This transition is facilitated by advocacy. Though International Programs prides itself on serving as a proponent of our global community, many of our international student success initiatives center on bolstering international student efforts to advocate for themselves. The most prominent example is the International Student Advisory Board (ISAB), which recently celebrated its [10th anniversary](#). ISAB was established by both domestic and international students to spotlight the contributions, needs, and concerns of international students. Its goal is to bring an international student perspective on university policies and practices. From a shared governance perspective, ISAB ensures the international students have a voice as well as a seat at the table. The group is made up of both undergraduate and graduate councils and advises International Programs as well as other administrative units on campus on matters such as landlord issues, employment, mental health, discrimination and bias, and financial challenges. ISAB's success and impact are such that it was [recently profiled](#) in a national publication, *International Educator*. International Programs has developed a solid relationship with ISAB, and it is in our unit's and our institution's interest to continue supporting this strong voice for our international student community.

Advocacy also involves mobilizing people and resources to combat problems. At Iowa and across the U.S., a growing number of international students and scholars are accessing food pantries, emergency loan funds, and other forms of urgent assistance at rates higher than their domestic counterparts. At Iowa, while units such as International Programs and the Graduate College have donated significant sums to offset these difficulties, the efficacy of such measures is temporary at best. More needed to be done, so in spring 2024, International Programs appointed a subcommittee to examine the problem of international student financial stress. The subcommittee was made up of international and domestic faculty, ISSS staff, international students, officials from the Division of Student Life, as well as graduate students whose research focuses on this very topic. It also conducted a survey to obtain quantitative and qualitative data regarding the difficulties international students are facing and how to address it. This is a long-term project that International Programs and the campus community will need to pursue for a considerable amount of time. In the immediate, however, IP plans to revise and curate web resources to educate students, faculty, and administrators about these issues in the belief that better information will reduce the frequency of such problems. Among other things, the updated website will provide more detailed information on:

- Financial literacy
- Moving costs
- Technological needs



- First semester fees as they relate to the first month's salary
- The roles of various advising resources on campus
- University regulations concerning hourly work
- Additional grant/fellowship/scholarship opportunities
- Taxes and how they relate to immigration, fellowship, and work status
- Rules related to full-time equivalency
- A section for advisors, i.e., department chairs, directors of graduate studies, department administrators, etc., on the needs of international students
- Work and visa status

While much of this information is disseminated either through ISSS orientation sessions and workshops and/or through departmental and collegiate platforms, students would benefit from a centralized, easily searchable, "one-stop" location that quickly provides students and scholars with answers to their questions. Clearly, more funding will also alleviate these hardships, and IP will continue to advocate on behalf of international students through its fundraising and outreach efforts.

## Developed Additional Global Partnerships—Worked with Colleges to Support/Enhance their Programs

We take the liberty of combining these two categories of the initial charge since there is considerable overlap between them. Since the last review, IP has indeed added new partnerships to its list of 150+ Memoranda of Understanding (MOU). At the same time, it has extended and deepened existing collaborations. The key, of course, is to develop substantive partnerships that promote continuing opportunities for student and faculty mobility, research, and teaching. In all cases, it is by supporting collegiate initiatives that IP can play the greatest part in advancing global engagement and in solidifying the University of Iowa's role as a leader in international education.

The preeminent example of new partnerships growing from existing collaborations is the [UI's Cooperative Agreement](#) with the United States Agency for International Development (USAID) entitled, [Private Sector Partnerships to Strengthen Higher Education](#). Initiated in spring 2023, the nearly \$4M activity focuses on connecting public universities with private sector companies to develop curricula that meet market needs. Kosovo is the newest democracy in Europe and the continent's poorest country. It has a young entrepreneurial population but also faces significant brain drain. As it rebuilds from devastating conflict that occurred in the late 1990s, Kosovo has entered a close alliance with the United States, a compact built in part on the role the Iowa National Guard played in training the Kosovo Security Force (KSF). The Kosovo-Iowa military partnership continues today and has branched out into multiple sectors, including government, athletics, business, law enforcement, and education. Kosovo sees the United States as its strong ally and firmly believes that it owes its freedom to our country. Kosovans are warmly open to collaboration with Americans, and Iowans in particular. For institutions of higher learning, the result is nearly unlimited opportunity to find ways of working together.





Daniel L. Clay, dean, UI College of Education (second from left); Cassie Barnhardt, professor, UI College of Education (third from right); and Russell Ganim, associate provost and dean, UI International Programs (second from right); with Albany Kurti, prime minister of Kosovo (third from the left); Jeffrey M. Hovenier, U.S. ambassador in Kosovo (middle); Arberie Nagavci, minister of education, science, and technology (far right); and Zeinah Salahi, USAID Kosovo's former mission director (far left). Photo courtesy of USAID.

Through its College of Law, College of Education, and Tippie College of Business, the University of Iowa established several collaborations as an outgrowth of the friendship between our state and the Republic of Kosovo. International Programs supported all of these efforts through, among other things, faculty and student travel, delegation visits, Fulbright sponsorship, and frequent interactions with the Consulate of the Republic of Kosovo in Des Moines. Most relevant to the USAID collaboration, IP promoted the work of the two Principal Investigators—one from UI's College of Education, and the other an animal scientist from Iowa State University—to outline a project that would advance higher education initiatives in the Information and Communications Technology (ICT) and agricultural sectors. Through its grants officer and administrative connections, International Programs advocated for the development of what would become the USAID Cooperative Agreement and lobbied USAID directly on behalf of the initiative. IP also contributed significant cost share to the eventual grant.

The result is a unique collaboration where the University of Iowa, Iowa State University, and the Kosova Education Center (a third-party NGO responsible for in-country implementation), create and maintain 150+ MOUs between private businesses in Kosovo and our three main partner institutions, the University of Prishtina, the University of Prizren, and the University of Peja. The MOUs range from small tech and ag start-ups to Viva Fresh, sometimes called the "Walmart of Kosovo," which is the largest retail chain in the country. Much of the project's work involves holding workshops that convene members of the academy and the business world to design new curricula that will promote workforce development and economic growth. Many of the trainings, as well as the courses are conducted through Kosova Learn, an online platform developed in the UI College of Education. Also assisting in the co-creative process are industrial boards

that advise on issues such as intellectual property, tech transfer, and the processes involved in bringing new products and services to market. In addition to support for the Principal Investigators, the budget for the cooperative agreement provides for a chief of party who leads a substantial implementation team in Kosovo. Similarly, a senior project manager at the University of Iowa coordinates much of the grant-related activity on campus.

The benefits of the cooperative agreement to the University of Iowa community are readily apparent. As noted, the bonds between Iowa and Kosovo were already strong and helped pave the way for the USAID award. At the same time, the project has increased awareness of this close relationship across multiple disciplines. As a consequence, interested colleagues on both sides of the Atlantic have generated many new opportunities for collaboration. Examples include a partnership between the University of Prishtina and UI Counseling Service to assess and improve mental health resources on both campuses. Fulbright and other research opportunities have opened up for UI faculty in both social work and business, and graduate students in the College of Education recently spent ten days in country connecting with non-profit organizations devoted to post-war social justice issues.

Until now, despite these expanded opportunities, the UI's involvement in Kosovo had concentrated on the Colleges of Law, Business, Education, and, to a lesser extent, Arts & Sciences. Missing from the mix were the health sciences, where the UI's expertise and resources are vast and for which, the university is best known. Thanks to the wide network created through the USAID cooperative agreement, the Faculty of Medicine at the University of Prishtina reached out to the UI for help in possibly establishing an Institute of Pharmacy. In response, last May the dean of International Programs and the former dean of the UI College of Pharmacy traveled to Kosovo to visit hospitals and clinics and to meet with faculty, administrators, pharmacists, drug manufacturers and distributors, health care professionals, and the Ministry of Health to determine the feasibility of creating such an institute. The result is a Fulbright Specialist application for the former dean of the College of Pharmacy to spend six weeks in country during spring 2025, to create an action plan for this project. The former dean has extensive experience in this realm, thus leading to the University of Prishtina's willingness to sponsor his Fulbright application. The purpose of the institute is to better utilize the talent of pharmacists as medical professionals in order to improve health care delivery across the country. If the project is successful, then it will in turn open the door to others in the health sciences to pursue research, teaching, and clinical opportunities in Kosovo.

The College of Public Health has also been a closer partner with IP, as we have worked together to bolster existing collaborations while building new partnerships. Notable examples include working with the University of Babeş-Boylai (UBB) in Romania as well as the University of Johannesburg (UJ). Historically, there has been a high level of cross-pollination between UBB and Iowa, with colleagues from both schools either studying or pursuing research at each other's campuses. COVID slowed this activity somewhat, but it was revived with a UBB delegation visiting the UI campus in March 2024. Much of the current focus has been on violence and injury prevention, with the highlight being [SCOPE](#), a summer workshop designed by UBB faculty, many of whom either graduated from, or whom were mentored by, the University of Iowa. SCOPE was attended by both Iowa graduate and undergraduate students, as well as public health students from a host of other Eastern European countries. This past summer, as part of a Major Projects grant awarded by IP before the pandemic, the dean of IP as well as an associate vice president for research visited UBB to strengthen ties between our institutions in the public health space and beyond. We see further collaborations especially for CLAS, with specific emphasis on political science, journalism and mass communications, and perhaps public policy. In October of 2024, a small delegation from UBB's Department of Public Health made another visit to Iowa to build on the partnership already established in the fields of

violence and injury prevention. With the help of the Office of the Vice President for Research (OVPR), we plan to capitalize on the research and teaching opportunities afforded by the ERASMUS+ program to enhance interactions between faculty and students at both Iowa and UBB.

In South Africa, IP and the College of Public Health have worked over the past three years to create a solid collaboration with the University of Johannesburg. Our goal has been to facilitate connections between faculty and students at both institutions. Matching faculty expertise and student interest, we organized two webinars in UJ's series entitled "World Café," with the first centered on [substance abuse and addiction among youth](#), and the second on the [process of writing a book](#) at various stages throughout an academic career. Attendance for both sessions was excellent, with each webinar counting over 60 participants. In spring 2023, the Iowa Global Health Network, a faculty affinity group sponsored by International Programs, enlisted the help of the OVPR to hold a virtual "speed networking" event where faculty groups at each institution shared their research interests and expertise to find avenues for collaboration. Both the World Café experiences, as well as the speed networking call, paved the way for an Iowa delegation to visit the University of Johannesburg in September of 2024. In addition to the College of Public Health, the Carver College of Medicine, the Tippie College of Business, and IP were represented. Highlights of the UJ visit consisted of meetings with a) faculty members who participated in the speed networking activity, b) research chairs and graduate students across campus, c) a talk by the UI dean of the College of Public Health on research practices needed to address social determinants of health, d) youth entrepreneurship, and e) strategic meetings to determine the best projects to secure funding for joint research. Given the importance of this partnership and the need to expand the University of Iowa's presence in Sub-Saharan Africa, IP will be happy to make resources available to seed future collaborations between UI and UJ faculty and students.

A key partner in IP's efforts to increase our university's programming in Africa is the Tippie College of Business. Tippie's [Institute for International Business](#), in particular, has been of great assistance in these endeavors. Each summer, the IBB and IP host a group of Mandela Washington Fellows, who spend six weeks on campus. The fellows are early career entrepreneurs whose visit entails taking workshops, meeting with local business and government leaders, as well as members of the Iowa City and Cedar Rapids communities. Especially impressive are the large numbers of countries represented (usually 15-20 in any given cohort), as well as the high percentage (half or more) of female entrepreneurs. In many instances, the fellows are directing start-ups in either the agriculture, technology, or communications sectors. 2024 marked the ninth year that Iowa has hosted the group, meaning our alumni base in Sub-Saharan Africa has grown significantly over the last decade. Iowa's ties to the Mandela Washington program are strengthened by our affiliation with the Young African Leaders Initiative (YALI), funded by the U.S. Department of State. The UI has close relationships with the YALI centers in Dakar and Pretoria, which respectively, have played roles in hosting Fulbright scholars at the UI and in arranging delegation visits from the University of South Africa to explore possible USAID projects. Additionally, within Africa, the Institute of International Business has established strong connections in Senegal with two management schools, CESAG and Supdeco, the University of Ghana and the Kwame Nkrumah University of Science and Technology, as well as the Management University of Africa in Kenya. These collaborations have led to teaching opportunities for UI faculty, either in the form of workshops, graduate seminars, or undergraduate courses. In addition to its extensive work in Sub-Saharan Africa, the Tippie College of Business, with assistance from IP, runs the university's largest single study abroad program, [CIMBA](#), which offers MBA and executive programs in Italy. Similarly, IP works directly with Tippie on its [London Winter Session](#) and its offerings in [Sydney](#), [Santiago](#), and [Singapore](#). Each of these programs is affiliated with Tippie [RISE](#) (Research, Internships, Study Abroad, Experiential Learning), where IP has lent its help with travel logistics,



credit transfers, and internship placement. Other notable partnerships between IP and various UI colleges include programming in Pharmacy, Law, the Carver College of Medicine, Liberal Arts & Sciences, Dentistry, and, in addition to the USAID activity in Kosovo, the UI College of Education. For the purposes of this self-study, however, it will be best to outline these collaborations in the sections on study abroad and developing global programming on campus.



The Mandela Washington Fellows with International Programs Associate Provost and Dean Russ Ganim

## International Programs and Global Programming on the Iowa Campus

The impact of IP on promoting and developing global education at Iowa is enormous and continues to grow. What distinguishes IP from many of its peers is its especially active role in organizing symposia, lectures, webinars, and cultural events. Our department is able to achieve this visibility and impact primarily through two mechanisms: the [Stanley-University of Iowa Foundation Support Organization \(SUIFSO\)](#), and the [nine faculty-led affinity groups](#) sponsored by IP. Each year, International Programs disburses hundreds of thousands of dollars through [eight major funds](#) to sponsor faculty-based international programming via SUIFSO. The budget for the current fiscal year totals well over \$700K, our largest budget ever, reflecting the high level of globally related activity that IP facilitates on campus. This private money also supports various student scholarships, our [Commitment to Internationalization Lecture Series](#), as well as the activities of

the faculty affinity groups. The most visible of the SUISO supported events is our annual [Provost's Global Forum Award](#) (PGF). Held each spring, the PGF focuses on topics related to international affairs and their impact on education. The forum often consists of panel sessions, workshops, and the [Joel Barkan Memorial Lecture](#), all of which are open to the public. In many instances, the PGF brings a host of international scholars to campus, thereby extending and deepening Iowa's relationships with institutions abroad.

Recent forums have centered on community engagement. Teaching Anne Frank (2022) involved outreach to local schools, libraries, and museums to develop and share educational resources related to Anne Frank's diary. The Barkan lecture for this PGF was delivered by the executive director of the Anne Frank House in Amsterdam, which further brought attention to Iowa's contributions in the realms of refugee studies, Holocaust and translation studies, as well as the teaching of literature and how to make it more accessible to the global public. The culmination of the forum was the [planting of a sapling](#) from the white chestnut tree outside Anne Frank's window, on the UI Pentacrest. Momentum generated from [Teaching Anne Frank](#) led to the creation of a new IP-sponsored faculty affinity group, the Anne Frank Initiative (AFI). Now in its third year, the AFI has organized a number of community-based lectures, K-12 class visits, and museum tours, all of which vastly contribute to IP's outreach efforts, thus raising the visibility and impact of our department both locally and throughout the state.

To promote the arts and their influence worldwide, the PGF for 2023 focused on performance. With the Center for New Music at the UI School of Music, we organized an event entitled, [Festival of Contemporary Music from Israel](#). Our key international partner was the Jerusalem Academy of Music and Dance (JAMD), with whom we had started collaborating during the pandemic, mostly through virtual master classes and performances. The festival was our largest PGF ever. Over the course of nine days, UI and JAMD faculty, as well as members of the Meitar and Tedarim Ensembles, held master classes, seminars, and concerts across a wide spectrum of musical genres. The audiences were equally varied, as the weeklong series of events took place both on and off campus. Many other UI departments and offices co-sponsored the festival, making it one of our most collaborative endeavors to date. IP is committed to promoting global education through the arts, as performance transcends language, culture, and political boundaries. Given the UI's extensive resources regarding faculty expertise, international partnerships, and world class facilities, there is much to be developed in this domain, and we look forward to exploring these collaborations in the future.

A point of pride for us is that the PGF does not shy away from difficult or controversial topics. Such as the case with last year's forum, [LGBTQ Youth in Global Perspective – Resistance, Resilience, and Reimagination](#). The purpose of the two-day conference, which welcomed scholars, artists, and students from Asia, Europe, as well as the Americas, was not only to shed light on the lives of LGBTQ+ youth, but to celebrate them. Especially meaningful were the stories—told through literature, art, and social media—of how queer people triumphed over threats to their identities, and indeed, to their very existence, thereby setting inspirational examples for others. In many instances, the general public remains unaware of the danger and hostility queer youth face on a daily basis. The PGF created both an intellectual, emotional, and social space for this community to express itself and build relationships across cultures and continents. As a university and as a department, we are committed to protecting human rights and human dignity. IP was grateful to partner with the UI College of Education, the [African Human Rights Coalition](#), and locally based organizations, [FilmScene](#), and [United Action for Youth](#), to tackle sensitive issues in a supportive and thought-provoking manner.

Our collaboration with FilmScene has played a role in the distribution of our [Major Projects Awards](#). These grants are on a smaller scale than that of the Provost's Global Forum, but have just as large an impact. In the recent past, a particularly successful award winner was Professor Christopher Harris of the UI's Department of Cinematic Arts, whose project, [Frequências, Contemporary Afro-Brazilian Cinema and the Black Diaspora](#), showcased the work of filmmakers, critics, and students from the Americas, the Caribbean, Europe, and Sub-Saharan Africa. Held in collaboration with the UI's [Obermann Center for Advanced Studies](#), the three-day event involved screenings, panel discussions, and lectures on the meaning of Black cinema in a global context, with emphasis on the Global South.

The utility of events such as these is that they go beyond the classroom to educate the campus and local community on global issues. Standard curricula are closely defined to meet specific course objectives. The opportunities sponsored by IP provide not only the financial resources but the intellectual flexibility to think more broadly about such topics on an interdisciplinary level. We see IP as a kind of think tank where colleagues with common academic interests can convene to develop programming. The proposals for the PGF, the Major Projects Awards, and other funding opportunities often originate from our [faculty affinity groups](#). Among the most active are the [Iowa Global Health Network](#) (IGHN) the [Center for Asian and Pacific Studies](#) (CAPS), the [Korean Studies Research Network](#) (KoRN), the [European Studies Group](#) (ESG), and the aforementioned [Anne Frank Initiative](#). Each group receives seed funding in the form of \$3,000 per year which frequently goes to support lectures, cultural events, and research initiatives. During the pandemic, CAPS was especially active in organizing webinars that brought together health experts from East Asia, North America, and Europe to discuss and compare the global response to COVID. Throughout COVID, CAPS was heavily involved as well in disseminating information about anti-Asian hate and in garnering support for the Asian American and Pacific Islander (AAPI) community. CAPS also has its own endowed funding to support faculty and graduate student research, as well as undergraduate scholarships. The work of KoRN is particularly notable for the series of lectures and webinars it has created to showcase the work of early career scholars, including graduate students and newly minted PhDs. In recent years, KoRN has also received considerable support from the Korea Foundation to supplement its programming. The network and its director have played a significant role in promoting Korean studies at the University of Iowa, which has led to [coverage](#) by the UI Office of Strategic Communications.

Just as KoRN has raised the profile of Iowa's efforts to engage the public in world affairs, so has the ESG. As coincidence would have it, at the moment Russia invaded Ukraine, ESG, through a Major Projects Award funded by IP, held a conference entitled, [Corruption, the Rise of Populism, and the Future of Democracy](#). The moment could not have been more timely, as experts from Europe and North America delivered critical insight into an event whose impact continues to carry enormous geopolitical repercussions. A year after the invasion, ESG followed up with a panel to assess the state of the war for the campus community. The next iteration of this project is to create what we are tentatively calling a Corruption Research Consortium to be co-sponsored by IP, the OVPR, and the Obermann Center for Advanced Studies. The consortium would bring together scholars primarily from the Big Ten Academic Alliance (BTAA) and elsewhere in North America. The goal will be to provide seed funding that will eventually lead to external support. To that end, we also plan to leverage the aforementioned collaborations in Romania to build the consortium and to extend it throughout Europe.

A final on-campus collaboration worth mentioning is with the [Stanley Museum of Art](#) (SMA). IP and the SMA are linked through the Stanley-University of Iowa Support Organization, and part of the SUISO budget each year goes toward funding acquisitions for the museum as well as graduate assistantships in the [School of Art, Art History, and Design](#). The SMA has one of the finest collections of African art in North

America. As one might assume, however, the issue of provenance is one that plagues many museums around the world and the SMA is no exception. For several years, both the director of the Stanley Museum and the dean of IP have made it a priority to find ways to repatriate stolen art in the SMA's collection. IP's role was to fund trips to West Africa by the museum's curator of African art and its curator of special projects to begin this process. We are immensely proud to state that in July 2024, the SMA's curator of African art traveled to Nigeria to return two bronzes to the Oba of Benin. The restitution received [substantial media attention](#), and marked the first time an American museum of art had successfully accomplished such a restoration. The SMA's curator of art also happens to be the director of IP's [African Studies Program affinity group](#), thus marking a signature achievement for IP's support of interdisciplinary collaboration. With IP's help, the SMA and the UI have become trailblazers in the field of repatriation, and we plan to continue this assistance in order to bring further prestige to our institution.

## Identifying Strategies to Increase International Student Enrollment

One of the best ways to highlight the importance of the international student and scholar community is to grow it. For the last five years, IP has sought to create a seamless alliance with the Office of Admissions, and this partnership has worked exceedingly well. The dean of IP has known both the vice president for enrollment management and the director of UI Admissions dating back to when all three worked at the University of Nebraska. IP has made it a priority to work directly with them and their office to boost international enrollment. The first step was to reallocate money within IP's budget to establish a partial appointment for an international student recruitment advisor in our office. The advisor's primary appointment is within the Tippie College of Business. His experience and expertise lie in Sub-Saharan Africa, the Middle East, and South Asia, which dovetails precisely with the strategy to recruit more heavily from these areas and reduce our dependence on enrollment from China. Along with the associate director of international admissions, we participated in multiple virtual recruitment sessions at the start of the pandemic, and then moved to on-site recruitment once COVID eased.

In-country recruitment initiatives take the form of tours or networking sessions organized by third-party providers such as [BMI](#) (a subsidiary of Times Higher Education), [USEG](#) (United States Educational Group), and governmental organizations such as [EducationUSA](#). The tours involve attending large fairs in places such as India and the United Arab Emirates, and/or direct visits to mostly private high schools in these countries. We have also hosted groups of high school counselors from India, the Middle East, and Southeast Asia who were part of [StudyIowa](#) tours. IP and Admissions have also worked with education officers in the [U.S. Commercial Service](#) to increase our recruitment network in these key countries and regions. In all cases, we only reach out to students who can meet Iowa entrance standards and pay UI (non-resident) tuition. Along these lines, with new money from the Stanley-University of Iowa Foundation Support Organization, IP established one-time recruitment scholarships of up to \$5,000 for high-performing, first-year international students. This money was combined with the international student scholarships provided by the Office of Admissions.

Our efforts have been aggressive, but results have been uneven. During the AY 23-24, for example, we brought in more international students than we graduated. Revenues from international undergraduate



enrollment were up over 18%, with that year's international cohort—both undergraduate and graduate—representing more countries than at any time in the UI's past. However, this current academic year, we are down about 20 new undergraduate international students, from 70 to 50. Many factors could explain this variance. First and foremost is that recruitment numbers from China started to decline before COVID and have continued since. It is worth noting that the general decline we have seen in international undergraduate enrollment is due almost exclusively to the decrease in Chinese students. Numbers from other countries have risen, but not nearly to the point that they compensate for the losses from China. In addition, [visa delays and denials](#) for students from West African countries such as Nigeria have contributed to smaller undergraduate enrollment totals as well.

Rankings and financial support also play a significant role. Iowa finds itself in a middle band, meaning that the rankings are respectable both worldwide and across the U.S., but lower than many of its nearest competitors, especially among the Big Ten Academic Alliance or other peer institutions. Rankings fluctuate, of course, but inconsistency in the numbers (180 worldwide in [U.S. News and World Report](#) in 2023 with a 45 point drop to 225 in 2024) sends mixed signals to international students and families. Likewise, relative to its peers, Iowa is in a middle-of-the-pack position with respect to [financial aid for international students](#). While most international undergraduate students receive some kind of financial aid, often the amount does not favorably tip the balance in their final decisions. The UI has boosted support to international students in recent years, but most students naturally choose more generous offers from other institutions. It was hoped that one source of new international students would be students who did not get into their first choice but had listed Iowa as their second or third preference. While there is some evidence of this occurrence with domestic students, there is not sufficient proof of the same effect with international students.

In terms of return on investment, it should be noted that recruitment trips that net even one or two students pay for themselves many times over. For example, last year, the dean of IP went to the Middle East and returned with the commitment from—and subsequent enrollment of—a Kuwaiti student who will pay at least \$40,000 per year in tuition and fees beginning in fall 2024. Still, it is not only reasonable but necessary to develop recruitment strategies that go beyond recruitment fairs and targeted school visits. More focus has been put on in-country yield events that connect representatives from Admissions and IP with admitted students from the Indo-Pacific. Recent focus has been on India and Southeast Asia, and we expect this practice to continue. Similarly, there have been many efforts to connect UI faculty with prospective students expressing interest in popular majors, primarily the STEM fields and business. The College of Engineering has been particularly helpful in creating videos that explain its various majors to high school students at home and abroad. The current thinking is to go one step farther and offer a week-long course in an international high school. Plans are underway to have the UI's director of the Institute for International Business deliver a workshop on entrepreneurship in a Dubai international school. The goal is to introduce Iowa's curriculum to a targeted group of international students and establish personal connections with them. Peer institutions have developed analogous programming, and we are eager to see if Iowa can succeed in this realm as well. Since some of Iowa's international undergraduate students transfer from community colleges, IP and Admissions plan to coordinate more closely to make sure prospective transfers connect with representatives from IP to convince them to choose Iowa. It should be noted that recruitment strategies at Iowa do not involve the use of agents due to potentially unscrupulous business practices on the part of some individuals and companies who work in this sector. Our current institutional rules do not allow for such engagement.

In the discussion around international student recruitment, it is important to emphasize once more that the conversation centers primarily on undergraduate students and the non-resident tuition revenue they generate. At present, one third of the international student body at the University of Iowa is found at the undergraduate level. Not to be overlooked, however, is that roughly two-thirds of the international student community at the UI consists of graduate and professional students. While the number of undergraduates has decreased significantly since the mid 2010s, the total of graduate and professional international students has either held steady or risen slightly. These consistently solid numbers are due primarily to the deep and extensive research and teaching infrastructure at Iowa which in turn provides support in the form of research and teaching assistantships. Regardless of their discipline, graduate and professional international students come to Iowa because of its worldclass academic programming. Iowa's R1 status and its excellent advanced degree programs ensure that international students and scholars will always choose Iowa as a place to pursue their professional aspirations. We remain confident that targeted recruitment efforts in emerging parts of the world will yield students whose presence and contributions will enrich our community on both an intellectual and cultural level thereby enhancing the UI's reputation across the globe.

## Student Success: Study Abroad and Grants/Fellowships

Iowa students show a great curiosity about the world. IP sends hundreds of students abroad each year, providing a wide-ranging set of opportunities to experience global education firsthand. The Study Abroad unit is comprised of 11 FTE, who actively engage with on-campus and international partners. Strategic relationship building with a variety of units on campus is essential to the success of study abroad. Recent campus collaborations have included training admissions counselors on study abroad, working with the financial aid office on integration of the new FAFSA and its implications for study abroad, participating in a course-tagging project with the Registrar's office to better identify high-impact practices (including study abroad), liaising with the Dean of Students office to streamline policy and procedures around students with disciplinary histories applying to programs abroad, liaising with the Office of Civil Rights Compliance to stay abreast of changing regulations and applicability for programs abroad, and reviewing and assessing campus resources to train staff to work with students in distress in support of mental health on campus and abroad.

Two staff members are dedicated in large part to safety planning for travel abroad. IP has always invested significant resources in health, safety, security, and risk management, and this strategy put us in an excellent position to rebound from the pandemic. Students and families are more aware of these concerns than ever before, and we are proud to continually strike a balance between making sure students are protected while enabling them to pursue global experiences in as many regions as is reasonably possible.

Study abroad staff have expanded leadership in the field of international education and risk management through staff participation and leadership in national/international organizations. Involvement in recent years has included:

- Overseas Security Advisory Council (OSAC), staff membership in academia sector committee and dedicated group for security liaising with the U.S. Department of State

- University Studies Abroad Consortium (USAC), representative on the Board of Directors
- IIE Benjamin A. Gilman International Scholarship, staff serve on scholarship selection committees and train other universities for successful participation nationwide
- Council on International Education Exchange (CIEE), representative on the Academic Consortium Board
- School for International Training (SIT), advisory board representative
- Institute for the International Education of Students (IES Abroad), advisor board representative

As of fall 2024, undergraduate participation in study and internship abroad programs have fully rebounded from COVID. We can attribute this recovery to solid partnerships with program providers around the world that are well prepared to give appropriate levels of support in a post-pandemic world. The most popular destinations remain Italy, Spain, and the United Kingdom where numbers increased compared to participation rates prior to the pandemic. Graduate student mobility that often relies on funding to support independent research is in the process of bouncing back as well. Given an overall trend post-pandemic to concentrate travel in locations with substantial infrastructure to support travelers, some of the less resourced locations that graduate students typically visit are still in the process of reopening opportunities to students. IP has succeeded in laying the groundwork to expand opportunities for students to study in the Middle East, South and Southeast Asia, Latin America, Sub-Saharan Africa, and East Asia. Many of these programs are run through providers, with whom our unit has excellent relationships. At the same time, interest in faculty-led programming is at record levels, and we have hired a full-time program administrator to tend to this clientele and work with faculty to bring new ideas to fruition. The prominence of faculty-led programs among UI's portfolio reflects IP's strong commitment to faculty engagement in education abroad and to expanding opportunities in locations that are less commonly frequented. Students who might otherwise be intimidated by study abroad appreciate the opportunity to engage closely with faculty in a highly structured short program where details have been carefully planned with the safety of the traveler in mind.



Sam Buman

**“Not only did studying abroad provide so many incredible memories and allow me to really push myself, but it also helped me redefine and better understand my personal and career aspirations. With a strong interest in international affairs, studying abroad allowed me to better understand global dynamics from a different perspective and my interest in the field.”**

**Sam Buman, double major in political science and history and Global Access Ambassador scholarship recipient, participated in the CIEE Kyoto Open Campus study abroad program.**

The UI colleges with the highest participation in undergraduate study abroad are the College of Liberal Arts & Sciences, the Tippie College of Business, and the College of Engineering. In 2023-24 the colleges that graduated the highest percentage of undergraduates with a study abroad experience are Public Health (27.7%), Tippie College of Business (15.8%) and Education (14.2%). Initiatives in the colleges contribute to study abroad enrollments; of note, the Tippie RISE (research, internship, study abroad, engagement) requirement may be a model worth replicating in other colleges to bolster participation in high impact activities abroad.

At the same time, we have worked closely with faculty in additional colleges across campus to revive study abroad programs or initiate new ones in India, South Africa, Kosovo, Japan, Senegal and several others. In the health sciences, IP has also collaborated directly with the Carver College of Medicine, as well as the colleges of Nursing, Dentistry, and Pharmacy to expand research and teaching opportunities for rotations in the developing world.

Some of the faculty-led programs with the highest enrollments in the past year include:

- International Business in London
- Child Life Experiential Learning

- Community and Public Health Nursing Practicum
- Irish Writing Program

Semester-length undergraduate study abroad programs with the highest enrollments in the past year include:

- Wells in Florence: Lorenzo de Medici
- CIMBA
- American College of Thessaloniki
- IES Barcelona
- CIEE Madrid Open Campus

While not an exhaustive account of our study abroad offerings, the list below provides a representative sample of the programs that draw the most engagement on our website:

- [Wells College Florence](#)
- [American College of Thessaloniki](#)
- [CIMBA Italy Program](#)
- [International Business in London](#)
- [Cultures of Spain](#)
- [IES Barcelona](#)
- [Iowa Hispanic Institute](#)
- [Irish Writing Program](#)
- [USAC Reggio Emilia](#)
- [TEAN South Korea: Korea University](#)
- [Iowa Regents in Ireland: Cork](#)
- [IES Rome](#)

These programs generate the most traffic on our website and social media platforms, with student stories through Instagram becoming an increasingly important mechanism by which to reach our audience.

Study abroad advising and departmental relationships have been enhanced by a new advising strategy that is based on academic discipline rather than region or country of interest. Since 2020, students now meet with study abroad advisors who are well versed in how study abroad fits into their specific degree requirements and which programs and courses abroad best fit into academic plans. Departments now have a single Study Abroad advisor who is centered on their needs. An ongoing curriculum integration project reflected on our website maps out guidelines for international engagement for students by degree program.

In 2025, several Study Abroad staff members will attend conferences and conduct site visits in Latin America to assess opportunities for students in the region. Our partnership with CIEE will afford students access to unprecedented scholarships and discounts intended to revive student engagement with Latin America's rich history, culture and language. CIEE has designated 2025 as the Year of Latin American Study Abroad, with bold initiatives to reduce program fees by one-third for select internships and study programs. In addition, UI student applicants will be considered for one of 100 full semester scholarships. It will be a strategic goal for Study Abroad to ensure UI students can take full advantage of these opportunities.

Fundraising is essential to maintaining and increasing study abroad enrollment, with IP leadership and the University of Iowa Center for Advancement (UICA) spending considerable time on donor recruitment and stewardship. Outreach to recent alumni has been a focus that has yielded positive results. When one

factors in a new gift in 2020 of over \$1million from the [Stanley-University of Iowa-Foundation Support Organization](#), IP has raised over \$1.8 million in new money over the last five years. Highlights include the creation of the [Leona Zaharis Scholarship](#) and the [Carol A. Snodgrass Scholarship](#). Likewise, the [Richard J. Tyner Scholarship](#) received additional support and became endowed. A prime example of IP's efforts to make study abroad more accessible is the [Global Access Ambassador Scholarship](#), which carries the benefit of its recipients promoting study abroad upon their return home. In 2023-24 UI students received \$142,110 for pursuing opportunities abroad; \$101,900 of which was awarded by International Programs using the funding mentioned above and others.



Manal Duah

It is no coincidence that some of the Global Access Ambassador Scholarship recipients have gone on to win Fulbright awards, with Iowa continuing its resounding success of being named a [Fulbright Top Producer](#) eight of the last nine years. Of note is how Iowa is consistently ranked with Ivy League institutions and other leading private schools such as the University of Chicago, Stanford, and Duke. Iowa has also led the country in terms of the applicant to award ratio. To mark Iowa's elite status, the Fulbright Commission invited Iowa to its 75<sup>th</sup> anniversary celebration in Washington in November of 2021. Iowa's success is the result of a solid advising, mentoring, and publicity infrastructure built over the last 15 years. IP's Communications and Relations team and Iowa's Office of Strategic Communications have done an excellent job of [telling the stories](#) of our Fulbright winners, thereby raising the profile of these prestigious fellowships on campus. A previous president of the University of Iowa referred to our institution as a "Fulbright factory," a moniker in which our office takes great pride. In addition to garnering numerous Fulbright English Teaching Assistant and Research Study awards, Iowa students have, in the recent past, won many [Boren](#) and [Gilman](#) Fellowships, as well as [Critical Language Scholarships \(CLS\)](#). Each of these

**“ I am forever grateful because the Leona Zaharis Scholarship gave me the chance to experience a once-in-a-lifetime opportunity without having the financial burden on my shoulders. It was one of the highlights of my college life, and I will always be a part of it. I aspire to be in a position in the future where I can give back and make the same impact on other students as she did on me.”**

**Manal Duah, enterprise leadership major and Leona Zaharis scholarship awardee, studied on the International Business: Data Analytics program in the United Kingdom.**



opportunities is administered through our office and underscores IP's commitment to student success on a level that burnishes our image both nationally and internationally.

One consequence of IP's record of achievement in Fulbright is the spillover effect it has on the Boren, Gilman, and CLS awards. The number of recipients for each of these awards has markedly increased over the last five years, with the rise in Gilman awards meriting special attention. The study abroad staff in IP has made an especially strong effort to promote Gilman and coach students through the application process. As we know, Gilman awardees often come from underrepresented backgrounds. The increased time and resources spent to enhance our success rate underlines IP's commitment to opportunity, access, and diversity. As word spreads of this commitment and the awards are publicized, more students from underserved communities apply. It is heartening to see Iowa's Gilman family expand along with our Fulbright family. As with Fulbright, some Gilman winners are from rural areas and/or often identify as first-generation students. The plan is to continue this positive cycle of reinforcement to serve our state while enlarging Iowa's global footprint.

The Stanley Award for International Research is another example of IP's support that leads to student achievements well beyond the impact of the award itself. Each year, 15-25 undergraduate and graduate students are awarded the Stanley Award for International Research, allowing students in all academic fields to pursue foreign research, learning activities in international studies, and career interests abroad. In 2023-2024, 20 students received the award, where they went on to conduct research for MFA theses, uncover primary sources, discover historical archives needed to write a novel, or receive mentorship from experts in their field of study. Stanley Award recipients have gone on to earn Fulbright awards, receive prestigious post-graduate fellowships to continue their work, and earn distinctions such as "Best Literary Translations 2024."

## Strategic Partnerships and Return on Investment

Like all units on campus, International Programs must not only use its time and resources wisely, but it must also see value added from its human and financial capital. IP's budget comes from three major sources: a) General Education Funds (GEF), b) study abroad and international student and scholar fees, and c) philanthropy. Staff salaries are paid primarily through a combination of GEF money and student fees. Most travel and cultural/academic programming is funded by donors, particularly the Stanley University of Iowa-Foundation Support Organization (SUIFSO). IP manages its money quite carefully, and we do not run deficits. We note that the unit's [FTE count](#) has remained steady for the past five years. For the purposes of this report, we have added a five-year budget summary (see Appendix D) so that the review committee may delve into precise detail should it wish. Most funding to build strategic partnerships comes from SUIFSO. The term "strategic partnerships" applies not only to collaborations abroad, but to relationships at home that cultivate and expand Iowa's global mission. In both cases, the focus is on working with faculty—and in some cases graduate and professional students—to support their research efforts on a global scale. While it is not possible to provide a 1:1 ratio for every dollar received and every dollar allocated within our budget since the last review (spanning a 4.5-year period), we can give a summary of inputs and outputs to show how our targeted investments in specific partnerships on and off campus have produced substantial results in terms of yield. Of note as well is that the first two years of the period currently under review were spent dealing with the impact of COVID on our operation, the details of which can be found in this [document](#)



included in our previous review. While the pandemic either interrupted existing collaborations or delayed the late start on new ones, we were able to resume work quickly to build an impressive set of partnerships which have opened opportunities for Iowa faculty and students while taking our research and creativity abroad to a new level of excellence. To give an idea of the breadth and depth of the return produced through these strategic partnerships, we have divided our quantitative and qualitative analysis into three areas: 1) grant activity in which IP took a direct role, 2) international student recruitment, and 3) faculty funding. We can do a lot, but we cannot do everything. Consequently, what follows is a summary of targeted investment in faculty and student talent that has produced tangible and sustainable results.

The section on Global Partnerships outlined the scope and depth of the Kosovo-USAID project. In terms of a cost-benefit analysis, however, the returns on this investment have been enormous. As noted, the total grant amounted to \$4.7M, with \$4M awarded to the Iowa Consortium (UI, Iowa State, and the Kosova Education Center) with \$700,000 in cost share. Much of this cost share is counted as in-kind contributions, mainly in the form of staff time. For its part, International Programs allocates \$20,000 per year in hard cash, with SUIFSO as the source, principally for travel. Without either this monetary support, or IP's role in taking the administrative lead on the award, the grant would not have materialized. IP's investment in time, money, and leadership have netted the University of Iowa's first ever USAID-funded project, establishing the UI as an innovator in creating public-private partnerships to advance higher education.

Similarly, International Programs was highly instrumental in obtaining the [National Resource Center \(DoE\) grant for Translation and Global Literacy](#) (Division of World Languages, Literatures, and Cultures (DWLLC)—CLAS), which amounted to \$1M. Part of IP's contribution came from the work of the current dean who, in his previous role as the director of DWLLC, played a significant role in rebuilding the translation program (also referred to as the Translation Workshop) and supporting the creation of a new and popular major in Translation and Global Literacy. This was in addition to growing the already established MFA in Literary Translation. Continuing his support of the project when moving to International Programs, the dean helped revive the NRC application (which failed four years previously) while routing the grant through IP. The College of Education (CoE) was added as a partner, with the success of the new trio of DWLLC, CoE and IP culminating in Iowa's first National Resource Center in 25 years. The cost share for this grant comes in the form of staff time, with no cash outlay from our unit. As a result, virtually all of the \$1M is for program development—a significant return—which allows the UI to burnish its reputation as a leader not only in the field of translation, but underscores IP's significant contribution to Iowa as the Writing University.

Of particular note as well is the [ALL Iowa grant \(HHS\) in the College of Law](#) to assist Afghan refugees who have settled in our state. The grant was the result of collaborations with the UI College of Law (Center for Human Rights) and International Programs. For years prior to the award, IP and the College of Law examined numerous ways to help refugees who had newly settled in Iowa. When the HHS opportunity presented itself, IP routed the grant, helped draw up the contract, and assisted with revisions to the agreement which originally amounted to \$1M. To this first award were added two more years along with another \$2.5 million in funding, which included a third subaward partner, Catholic Charities Archdiocese of Dubuque. IP's investment consisted only of staff time, which yielded a total of \$3.5M to assist vulnerable, newly arrived residents of our state. Such examples of grant funding show how IP can bring together stakeholders within and outside the university to procure substantial extramural resources.

In terms of strategic partnerships abroad, Kosovo is, of course, the most prominent example. At the same time a number of other collaborations merit special mention, as they have been successfully revived since COVID. Among these are the Eswatini program in the College of Nursing (CoN), which consists of a for-credit clinical rotation necessary for graduation. As we know, the College of Nursing is an area of strength

at the University of Iowa, and IP is proud to support the CoN's efforts all over the world, but especially in Sub-Saharan Africa, where the UI is trying to expand its presence. Likewise, International Programs has revived its India Winterim, whose activity had been curtailed in the wake of the pandemic. Specifically, IP, along with the College of Engineering, has resurrected its water resources management program in India. This initiative is conducted in partnership with the Seghal Foundation, a private organization based in Des Moines and Delhi, whose mission is to promote rural development in India. This past year, January programming with Sehgal featured a joint study abroad trip with Purdue University, further demonstrating Iowa's reach in developing applied learning opportunities in international destinations. Investment in these cases involves staff time, faculty salaries from fees, as well as private resources for scholarships. The inputs are no doubt significant, with the outputs taking the form of practical, experiential learning opportunities that will propel students' academic and professional careers.

Regarding new ventures abroad, IP has selected and identified a few key partners in strategic areas of the world to concentrate effort and increase return. In all cases, the initiatives are interdisciplinary and involve creating teams that will enable the UI to create partnerships in multiple areas within a single institutional partner abroad. Examples include a newly formed partnership with the University of Johannesburg (UJ) in the fields of public health, medicine, entrepreneurship, communications and the arts. In India, our main collaborator is MIT-ADT Pune, where the focus is on computer science, data analytics, engineering, and design. Eastern Europe is home not only to our project in Kosovo, but to our partnership with the University of Babes-Bolyai (UBB) in Romania. Building on already strong connections in public health, the UI is expanding its work with UBB to include journalism, political science, and mathematics. Just recently, the UI and UBB achieved its long-term goal of signing an ERASMUS+ agreement, which will lead to faculty exchanges sponsored uniquely by the European partner. The hope is that this will lead to student exchanges which will in turn involve new tuition revenue. In all cases, we expect these focused international partnerships to generate grant dollars, with an NIH proposal forthcoming from the partnership at UJ and an NSF application tied to the extended partnership with UBB. Investment in these instances primarily takes the form of privately sourced travel dollars needed to strengthen and formalize the relationships necessary to generate global research projects.

Support for globally focused research by UI faculty constitutes one of IP's largest contributions to the University of Iowa. Colleges and departments often lack sufficient resources to fund scholarship and creative activity conducted abroad. Through SUIFSO, IP fills the void with several competitive seed grants designed to enhance Iowa's research portfolio across the globe:

1. International Travel Award (\$1,000-\$1,500)
2. Curriculum Development Award (\$3,000)
3. Global Research Partnership Award (\$10,000)
4. Major Projects Award (\$12,500)
5. Provost's Global Forum Award (\$20,000)
6. Special Projects Award (\$500)
7. Summer Research Fellowships (\$3,000)

Over the past five years, International Programs has allocated just over \$600,000 to 300 faculty members. The results from these seed grants range from large NIH and NSF, Department of Defense, Department of Education, Department of State, and private foundation grants to publications, performances, and art exhibitions. In addition to support for faculty, IP allocates Stanley money for undergraduate and graduate research. The following testimonials provide a sample of the value added from these grants:

- We received the following NSF grants to support our research:
  - National Science Foundation (SES-2148845) Grant Award of \$525,516 to the University of Iowa, "How Government Policies Reduce Security Threats from Environmental Shocks," (2022-2025)
  - National Science Foundation (SES-2148845) Supplemental Research Experience for Undergraduates Grant Award of \$19,979 to the University of Iowa, "How Government Policies Reduce Security Threats from Environmental Shocks," (2022-2025)
- My department doesn't allow international travel unless it was funded so I would not be able to attend without your support. I would like to sincerely thank your group for this wonderful opportunity!
- Yes, visibility is extremely important! I'm so glad you have these programs! We have hardworking students and faculties doing fantastic work here! Your programs allow us to gain international recognition!
- I have received two international travel awards. These have helped me win/deliver on the following awards:
  - Proposal/Active Project Title: Phonon Polariton Based Infrared Optoelectronics \*Status of Support: Current Proposal/Award Number: 2318049 \*Source of Support: National Science Foundation \*Primary Place of Performance: The University of Iowa \*Proposal/Active Project Start Date: 08/2023 \*Proposal/Active Project End Date: 08/2026 \*Total Anticipated Proposal/Project Amount: \$411,378
  - Proposal/Active Project Title: Ultrafast, nano-optic and temperature-dependent infrared (IR) probes for wide bandgap semiconductor characterization \*Status of Support: Current Proposal/Award Number: N00014-23-1-2616 \*Source of Support: Office of Naval Research \*Primary Place of Performance: The University of Iowa \*Proposal/Active Project Start Date: 06/2023 \*Proposal/Active Project End Date: 05/2028 \*Total Anticipated Proposal/Project Amount: \$434,814
- I am deeply grateful for these funds as I could not have presented my research internationally nor developed my Study Abroad course without their assistance.
- The financial support provided by these awards has been crucial in expanding the scope of my work, enabling me to pursue multiple international and interdisciplinary research opportunities. IP saved me at Iowa. So, thank you!
- As part of this project, I and my colleagues each received an International Travel Award. These awards served as matching funds for a \$15,000 external grant we received from the FACE Foundation's Transatlantic Mobility Program.
- I have no doubt that this contributed to my ability to secure an AAUW Postdoctoral fellowship of \$60,000 to support my writing of my book manuscript.
- 2023. University of Iowa International Programs Summer Fellowship PI: Confronting the Difficult Past: Decolonizing the History Curriculum in Namibia This summer fellowship provided the opportunity for me to travel to Namibia and build connections with academics, policy makers, and teachers. These connections led to the development of the Fulbright Hays Group Travel Abroad Curriculum Development Seminar, Namibian History and Contemporary Society: Teaching for Critical Global Competence with African Perspectives. This Fulbright Hays GPA project was funded at the amount of \$111,870.
- I am deeply appreciative of these opportunities to make music and connect with musicians in South America!

- *I received the International Travel Award in 2022.  
Details of the related external grant are as follows: Total funding amount: \$231,000  
Funding agency: American Heart Association*

Whether the yield in dollar amounts is large or small, the investment IP makes in Iowa faculty and students results in an enlarged research profile that helps undergird Iowa's status as an R1 institution. Our investments expand opportunities by recognizing faculty and student talent in a way that prove the worth of our academic endeavors to an audience that stretches beyond our institution and our nation.

## Organizational Restructuring and the Future

The effectiveness of IP is in large part due to stable leadership and to a culture that supports staff retention and promotion. At the same time, when warranted, the department has been able to adapt quickly to changes in personnel, especially in key positions. The current associate provost and dean began his second five-year term in summer 2024. Soon thereafter, the assistant provost, who had been in his role for over twelve years, retired from the university. As originally designed, this appointment entailed oversight of budget and personnel. Over time, the profile of the assistant provost grew to include programmatic decisions and supervision of the constituent units, all of which transformed the position into that of a second-in-command to the dean. To fill this void, IP considered holding an external search but decided against this option because a new hire at this level would have required at least a year to acclimate to the position. Instead, the department chose to promote from within.

The plan, coordinated with HR in the Provost's Office, outlined career advancements for lead personnel in International Student and Scholar Services, Study Abroad, Communications and Relations, and Accounting. In all, 11 colleagues were given new titles and expanded duties. These enhancements serve to reward and retain meritorious staff. In most instances, the advancements have involved promoting associate directors or senior associate directors to full directorships. In other instances, either new associate or assistant directorships were created to address emerging needs in Study Abroad and ISSS. Perhaps the most notable of the new positions was the creation of a director of operations to supervise IP's constituent units. While the duties for this appointment are not identical to those of the assistant provost, they are similar in that they involve supervision as well as direct contact with the unit heads and the units themselves. Likewise, though the dean has always been involved in IP's day-to-day operations, this contact has become more direct as the department streamlines communication and decision making under this new model. IP enjoys a long tradition of shared governance and transparency, with the revamped leadership structure allowing for wider engagement from across the department. As IP moves through this transition, we note that the department was able to retain the former assistant provost as a consultant on a one-day-a-week basis for a few months during the fall semester. From a financial perspective, the reorganization was revenue neutral, with the assistant provost's salary redistributed to cover the added responsibilities of the newly promoted colleagues. IP is committed to creating opportunities for its team. A culture of advancement is essential to the growth of the department, and leadership will need to ensure that such possibilities are available. IP has been fortunate to hire and retain excellent staff, and its future success hinges on the department ensuring that everyone not only feels valued but has the chance to move upward.

Since its last review, IP has been energetic and responsive in efforts to strengthen and advance global engagement at the University of Iowa. IP has stressed customer service while revitalizing its role to convene faculty, staff, administrators, and students from across campus to build programming centered on international education. We have elevated our profile at the UI while enhancing our reputation as a world leader abroad. Morale in the department remains strong and we look forward to the years ahead. The department has maintained steady revenue streams through its annual general education fund allotment, philanthropy, as well as study abroad and international student fees. IP has also succeeded in generating new revenue through entrepreneurial initiatives such as our new U.S. Passport Acceptance Facility. Opened in fall 2021, the facility has served nearly 3,000 passport applicants and has generated nearly \$100,000 in revenue. In many respects, the Passport Office is the public face of IP to the university and Iowa City communities, and we are delighted to see how popular this form of outreach has become. IP has also expanded civic engagement to include close collaboration with locally based organizations with international missions such as [Global Ties Iowa](#), the [Iowa City Foreign Relations Council](#), as well as [Friendship Force Cedar Rapids and Iowa City](#).



The Selix family, flanked by International Programs Associate Provost and Dean Russell Ganim (left) and passport agent Cory Petersen (right), chose the University of Iowa Passport Office to process their applications due to its location, ease of scheduling, and availability of appointments. They also happened to be the 1,000<sup>th</sup> client served by the passport office and were happy to help International Programs celebrate this milestone.

Our overall objective is to sustain and increase our current initiatives and momentum regarding international student recruitment, study abroad participation, event-based programming, fundraising, and faculty/student support. At the same time, other areas need attention. As mentioned, Iowa's rankings vacillate but have recently slipped and must be improved if our institution is to remain competitive. To



accomplish this objective, IP, and the university must stay in touch with ranking agencies to promote Iowa's brand across the world. Relatedly, in our efforts to enhance recruitment and partnerships in Sub-Saharan Africa, the Middle East, and South Asia, we have largely overlooked engagement with Latin America. In the disciplines of writing, communication, and the arts especially, Iowa has previously been able to establish fruitful collaborations in this part of the world and we should pursue these activities in the future. Likewise, the College of Medicine has ongoing partnerships in Brazil, and more effort could be expended to support these projects. There is also the question of how to re-engage with China, which continues to send significant—albeit smaller—numbers of international students to our campus. For the moment, we are maintaining the most active faculty-based partnerships in that country and are periodically connecting with the Chinese Consulate in Chicago, especially its education office. IP has also played a role in establishing the Sister City relationship between Iowa City and Baoding in Hebei Province (Iowa and Hebei are Sister States). Recently, the UI signed a Memorandum of Understanding with the University of Hebei. To the benefit of everyone, this town-gown partnership will benefit people-to-people as well as institution-to-institution collaborations. Looking forward, IP also needs to leverage its strong relationships with faculty and its expertise in grant writing to apply for more high-profile external funding. IP has a grants administrator whose duties are also shared with the College of Liberal Arts and Sciences as well as the Office of the Vice President for Research.

We also need to continue developing relations with international alumni. Over the past four years, IP has connected—either virtually or in person—with alumni in China, Senegal, Nigeria, the United Arab Emirates, and Saudi Arabia. Likewise, we have assisted the UICA with alumni engagement efforts in Japan and Korea. We continue to work with the UICA on these visits and are planning more of them in the future. IP and Iowa also have an opportunity to play a larger role within the BTAA. The current associate provost and dean is chair of the [BTAA Senior International Officer \(SIO\) group](#). Likewise, IP's director of operations served as co-chair of the BTAA SIO International Marketing & Communications Professionals group. In each case, the goal of such professional peer communities is to build and strengthen projects that enhance communication and collaboration across the BTAA. Examples include the International Research Experience Program (IREP) as well as the Professional Development Program on Internationalization. In all these instances, the metrics by which we will hold ourselves accountable are not only qualitative, i.e., numbers of international students and study abroad participants, projects funded, and grant dollars earned; but quantitative, that is, how the campus views IP as a service unit and as a campus hub whose purpose is to generate and sustain initiatives related to international education. Our biggest challenge remains that of dealing with global uncertainty. Thankfully, the world is now open again, but it is no less volatile and risky than before. Our job is to explain this paradox and navigate its contradictions to provide our students, staff, and faculty the opportunity to embrace the world so that they can thrive in it.

## Appendix

### Appendix A – Materials from 2020 IP Review

[IP self-study report](#)

[IP-provided supplement](#)

[Report from review committee, October 2020](#)

[Report from Kevin Kregel, December 2020](#)

### Appendix B – IP Strategic Plan, 2021-2026

[IP Strategic Plan, 2021-2026](#)

### Appendix C – IP Website

[IP website](#)

### Appendix D – IP Budget

[IP budget](#)

### Appendix E – Study Abroad Enrollment

[Study abroad enrollment](#)

### Appendix F – ISSS Enrollment



[ISSS enrollment](#)

## Appendix G – Sampling of Local, National, and International Media Coverage

### Asbarez:

<https://asbarez.com/center-for-truth-and-justice-establishes-educational-partnership-between-university-of-iowa-and-artsakh-state-university/>

### Corridor Business Journal:

<https://corridorbusiness.com/iowa-law-begins-formal-partnership-with-kenyan-institution/>

### Iowa City Press-Citizen:

<https://www.press-citizen.com/story/opinion/2021/11/12/opinion-international-education-week-university-iowa-bridges-cultures/6256178001/>

**U.S. News & World Report:** <https://www.usnews.com/education/articles/how-colleges-are-making-study-abroad-programs-more-accessible>

### The Daily Iowan:

<https://dailyiowan.com/2023/03/21/university-of-iowa-international-students-share-mixed-thoughts-on-campus-safety/>

<https://dailyiowan.com/2022/11/27/university-of-iowa-international-student-enrollment-continues-to-decline/>

<https://dailyiowan.com/2021/11/28/university-of-iowa-fulbright-recipients-to-travel-abroad-for-first-time-since-start-of-pandemic/>

<https://dailyiowan.com/2021/11/14/university-of-iowa-international-programs-adds-passport-station/>

<https://dailyiowan.com/2021/09/27/university-of-iowa-students-excel-in-virtual-study-abroad-programs/>

<https://dailyiowan.com/2021/03/30/study-abroad-prioritizes-virtual-experiences-bringing-back-travel-in-the-fall/>

<https://dailyiowan.com/2021/03/16/university-of-iowa-international-programs-expect-a-gradual-return-to-normal-starting-in-the-fall/>

### The Gazette:

<https://www.thegazette.com/higher-education/what-theyre-thinking-university-of-iowa-dean-discusses-new-study-abroad-realities/>

<https://www.thegazette.com/education/iowa-state-bringing-home-students-barring-travel-to-china-amid-coronavirus-fears/>

The Wall Street Journal: <https://www.wsj.com/lifestyle/travel/how-to-get-work-done-on-a-plane-9767b95d>

## **Appendix H – IP Organizational Chart**

[IP organizational chart](#)

## **Appendix I – Grants Submitted Through International Programs**

[Grants submitted through International Programs, 2019-2023](#)

## **Appendix J – Annual Report**

[Annual Report, International Programs 2024](#)