



**Office of the Executive  
Vice President and Provost**

University of Iowa  
111 Jessup Hall  
5 West Jefferson Street  
Iowa City, Iowa 52242-1316  
319-335-3565  
Fax 319-335-3560

May 28, 2025

Russ Ganim  
Associate Provost and Dean  
International Programs

Dear Dean Ganim:

In accordance with University of Iowa policy, colleges are required to undergo a review at least every seven years and the Executive Vice President and Provost is responsible for organizing and directing the process and formulating conclusions.

An abbreviated review was completed for International Programs that focused on the following questions:

Has International Programs:

1. Developed programming for international students?
2. Developed additional global partnerships?
3. Worked with colleges to support/enhance their programs?
4. Further developed global programming on campus?
5. Identified strategies for increasing international student enrollment?

Additionally, International Programs and the Collegiate Review Committee were asked to review the program's:

1. Investment in strategic partnerships and the return on that investment.
2. 5-year budget and the impact of the strategic partnerships as noted above.

The Collegiate Review Committee examined the program's 2025 self-study and conducted interviews with select deans and institutional leadership. Additionally, they met with International Programs' leadership team, faculty advisory council, affinity group directors, senior advisors and program coordinators, student advisory board, and a group of study abroad students. The dean received the review report on April 10, 2025 and was asked to review and respond with any factual errors. A response was submitted on April 25, 2025 providing some clarifications.

As outlined in the review report, the Collegiate Review Committee recognized many strengths within International Programs, while also identifying opportunities to further enhance its mission and vision. After reviewing the committee's report and International Programs' self-study and response, I have the following observations and recommendations.

International Programs demonstrates a strong commitment to transparent and timely communication with stakeholders, particularly in navigating complex and evolving regulatory and policy changes. Strong cross-campus collaboration underscores its effectiveness. Its leadership and staff demonstrate openness to feedback and new ideas, reinforcing its adaptability and forward-thinking approach. Additionally, students expressed appreciation for the accessibility and supportiveness of International Programs' leadership and staff. Notable examples supporting this include:

- International Programs continues to foster meaningful research and teaching collaborations, and institutional connections worldwide.
- Through academic and social programming, career readiness initiatives, and engagement opportunities, International Programs promotes a supportive environment for international students.
- Through collaboration with UI colleges on academic programs and leading initiatives such as the International Student Advisory Board and Provost Global Forums, International Programs supports efforts to strengthen global education and professional growth.
- International Programs continues to be innovative through its development of new relationships and creation of new programming and services, such as the US Passport Acceptance Facility.

To ensure International Programs continues to fulfill its mission while remaining responsive to university priorities and evolving financial realities, I propose the following recommendations.

- Given current and anticipated future shifts in international student enrollment, a reassessment of programming, staffing, and space needs is warranted to optimize resource allocation. In collaboration with the Office of the Provost, International Programs should implement the following strategies:
  - Conduct a comprehensive review of existing MOUs to evaluate their impact and ensure that institutional partnerships align with current priorities and resources.
  - Assess optimal staffing size and space needs based on projected enrollment trends while maintaining operational efficiency.
  - Evaluate current programming to determine effectiveness, identifying areas where adjustments or discontinuation may be warranted to enhance return on investment.
  - Establish a centralized repository for data, documentation, and protocols to streamline operations and increase efficiency of current and future team members and leaders.

- To enhance recruitment and retention efforts of international students, a strategic and innovative approach is necessary. In coordination with the Office of the Provost, International Programs should pursue the following efforts:
  - Develop a refined international student recruitment plan, incorporating targeted strategies to strengthen enrollment efforts while continuing to foster relationships with global partners, including UI alumni.
  - Assess the cost associated with the recruitment of international students, and the return on investment related to those costs.
  - Address inefficiencies in international student registration to improve accessibility and streamline processes.
  - Enhance support systems by refining housing, collegiate hosting, and communication systems to maximize resources and continue to promote a welcoming environment.
  
- Enhanced leadership development and staff engagement will strengthen long-term resilience. To strengthen professional development, International Programs should consider:
  - Developing a succession plan to support leadership transitions, ensuring continuity and institutional knowledge retention.
  - Expanding opportunities for faculty engagement within the unit’s operations to cultivate future leaders and strengthen cross-campus collaboration.
  - Further support of career development initiatives to enable staff to actively contribute to both unit and institutional goals, strengthening a culture of development and innovation.

To ensure alignment with the university’s priorities, I ask that you work with International Programs’ leadership team in collaboration with the Office of the Provost to develop and implement plans to address the recommendations above and incorporate them into International Programs’ strategic plan.

In conclusion, International Programs has engaged and dedicated leadership and staff who are highly respected across campus. The program’s commitment to international student success is laudable and will provide a foundation for moving the program forward as it meets its strategic goals and those of the university. I look forward to hearing updates during our regular meetings.

Sincerely,



Kevin C. Kregel, PhD  
Executive Vice President and Provost

cc: Barbara Wilson, President  
Lois Geist, Associate Provost for Faculty  
Emily Campbell, Associate Vice President for Operations and Support