



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

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Russ Ganim
Associate Provost and Dean, International Programs
University of Iowa

Dear Russ:

In accordance with University of Iowa policy, colleges and select programs 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.

International Programs was asked to complete a review that focused on:

- Creation of pipelines to enhance international reach and increase international enrollment;
- Integration of internationalization into research and curriculum to advance our mission;
- Opportunities to develop curricular global competencies;
- Strategic partnerships with those across campus, alumni, and locally that can lead to positive accountability and assessment;
- Determination of what type of bridge programs are needed to enhance international student success; and
- Increased engagement with colleges, in particular the health sciences.

The Collegiate Review Committee reviewed International Programs' 2019 self-study and September 2020 self-study update as well as the program's strategic plan and SWOT analysis, international student recruitment plan, 2015 program review, and the 2007 American Council on Education Internationalization Laboratory report. In addition, the Collegiate Review Committee conducted interviews with the associate provost and dean, International Programs Faculty Council, International Programs Leadership Team, Council of Deans, UI Center for Advancement, and select campus faculty and staff. The program received the report and was asked to review and respond with any factual errors. A response received on November 2, 2020 provided minor factual corrections.

The collegiate reviewers identified the following strengths:

1. Many challenges have already been identified and incorporated into the strategic plan.
2. A strategic partnership with the Office of Admissions has been established to develop an international student recruitment plan.
3. Excellent international student support is provided through programs such as the ambassador program and “buddy program.” Timely communications to students regarding policy changes and campus support services has also been provided.
4. Framework exists to further build strong collaborations across campus. Due to these efforts, the program is well-positioned to serve as a convener of faculty and programs around internationalization topics.
5. Increased attention to customer service is viewed positively across campus.

The Collegiate Review Committee submitted the following conclusions:

1. Developing dual-degree programs with foreign partner institutions will create pipelines for international student enrollment. Partnering with departments and faculty to develop these agreements will assist in increasing enrollment.
2. Increasing the number/amount of scholarships to recruit top students will improve yield rates as well as increase study abroad opportunities. Continuing to collaborate with the UI Center for Advancement to identify philanthropic support for student scholarships is key to increasing these opportunities.
3. Increasing activities around online recruiting will be an important enrollment strategy going forward. Continuing to partner with the Office of Admissions on these activities as well as virtual admissions fairs is encouraged.
4. Integrating internationalization into research and the curriculum by proactively engaging interested departments and faculty is a valuable strategy. Working with faculty to identify areas of curriculum content and research partnership expansion as well as study abroad opportunities is important to advance this priority. International Programs could also take the lead on bringing colleges and departments together to enhance cross-collegiate collaborations.
5. The ability of the program to pivot quickly to provide virtual opportunities for students and faculty due to the pandemic and travel restrictions was key in Spring 2020. Further efforts to develop this expertise among International Program staff is encouraged.
6. Developing specific outcome targets and metrics to measure the success of strategic planning efforts is needed.
7. Further developing programs to help orient international students to the campus community, as well as providing intercultural training for TAs and other staff who frequently interact with students, is an important exercise and one in which International Programs could play a leading role.

After reviewing the Collegiate Review Committee Report and International Programs' self-study and response, I have the following recommendations:

1. Enhance the pipeline for international students;
2. Complete the agreements with programs as outlined in the review report;
3. Determine creative ways for study abroad to thrive in a time of limited international travel;
4. Continue to work on curricular changes for developing internationalization;
5. Continue to build strategic partnerships that enhance internationalization of the faculty, staff, and students; and
6. Determine ways to enhance the experience for international students.

I ask that you work with International Programs' leadership team, in consultation with International Programs Faculty Advisory Council, to develop and implement plans to address the recommendations above and incorporate them into International Programs' strategic plan.

In conclusion, International Programs has faced extreme challenges this past year due to the disruptions associated with the pandemic and the effects of changes in federal and state policy related to internationalization. The program will need to be innovative and strategic as it creates a plan to move the program forward in these new times. Global engagement in research and learning is perhaps more important now than ever and advancing these initiatives will contribute to the university's success. I look forward to hearing progress updates during our monthly one-on-one meetings.

Sincerely,



Kevin C. Kregel, PhD
Interim Executive Vice President and Provost

cc: Bruce Harreld, President
Lois Geist, Associate Provost for Faculty