

UNO Faculty Senate Meeting Minutes

September 19, 2023

Attendance

Present: Mayar Amouzegar, N. Nicola Anthony, Brian Beabout, Jaimee Carreras, Laszlo Fulop, Tina Johnson, John Kiefer, Simon Lailvaux, David Lambour, Marc Landry, Coleen Maidlow, James Marchant, Andrea Mosterman, James Mokhiber, Dinah Payne, Connie Phelps, Greg Price, Lindsey Reno, Steve Rick, Ray Rodriguez, James Roe, Brian Seeger, Chris Summa, Lisa Verner, Michelle Wade, Ting Wang,

Absent: Donald Barbe, Rachel Clostio, Adlai Depano, Kabir Hassan, Linxiong Li, James Logan, Ariya Martin, Brendan Mott, Dan Rule, Robert Stufflebeam, Vincent Yu, Phoebe Zito

Minutes from the May and August meetings were approved.

Updates from the Provost's Office (D. Kruger)

Elections must be held for the grievance review committee. Not all colleges had elections in the spring. The committee must be seated by the middle of October. Must not have delays in having cases heard. Get to know UNO was on Saturday. 500 attendees registered, it was a good event. There will be a debriefing for those involved with the event planning. Clarifications were requested regarding the grievance review committee and regarding the delay in adoption of the grievance procedure. Changes were recommended to streamline the process and discussion of those changes is underway in the Administrative committee

Updates from the President's Office (J. O'Rourke)

Interim President O'Rourke offered an update on the transition to the new president who will start on November 1.

Updates from the Faculty Senate President (S. Rick)

S.R. announced that Chris Broadhurst is holding a HELM event. He also encouraged faculty to comply with new Grievance review committee elections and procedures. S.R. also reported that most Senate committees have started to meet.

Updates from Committees

The Academic committee elected Chris Summa as Chair. C.S. provided an update. They will be looking into sabbaticals and sent a survey to the all faculty list. C.S. will add the Library to the survey as a college.

The Administrative committee elected Connie Phelps as Chair. C.P. provided an update. The Senate bylaws need a rewrite, to include a uniform election process and consider a regular meeting time for the senate instead of rotating days, so that faculty can schedule classes around it. They will be looking into the grievance review procedures and revisiting the idea of a senate handbook for new senators (something that we used to have).

The Budget Committee elected Phoebe Zito as Chair.

New Business

Marc Landry and Jim Mohkiber reported on the state of study abroad (a copy of the report and presentation are attached to these minutes): “Relaunching International Education at UNO: A Strategic Plan, 2023-2026”

The Mexico and Japan study abroad programs will be revived. There was a discussion following the presentation. There was a resolution included in the strategic plan will be voted upon at the next senate meeting

There was a discussion about online student evaluations. The issue will go to the academic committee.

There is a concern that programs that are collecting differential tuition only being funded at 50%. This will be addressed by administrators at the next Senate meeting.

“Relaunching
International Education
at UNO: A Strategic
Plan, 2023–2026”

UNO FACULTY SENATE

INTERNATIONAL EDUCATION ADVISORY COMMITTEE (IEAC)

SEPTEMBER 2023





IEAC Process

November 28, 2022: Faculty Senate Resolution addresses Administration's "pause" of most Study Abroad programs and student exchanges since 2020

January 12, 2023: IEAC meets with Provost Kruger, who concurs regarding need for IEAC to produce 3-year Strategic Plan

Spring 2023: Multiple IEAC meetings. "First Principles Statement" and other exchanges with Administration. Drafting of Plan begins.

August-Sept. 2023: Fifteen-page Strategic Plan approved by IEAC. Forwarded to Administration for comment, then presented to full Senate.



Restore the Division of International Education (DoIE):

- Name full-time Director at Assistant Provost level
- Prioritize rehiring/reassignment of necessary program staff

Clarify and make explicit DoIE finances and budget:

- Specify sustainable annual charges against Division revenues
- Rebuild critical positive fund balance/emergency reserve

Key Points

Clarify UNO's position regarding use of financial aid for summer programs

Stabilize relationships with university partners here and abroad

Retain the UNO International Center and program offices



Use Innsbruck Net Revenue to rebuild DoIE and relaunch Summer Programs and International Exchanges in 3 Phases



Relaunch Phases

Phase ONE (2023-2024)

(1) Innsbruck Summer School (Austria)	Stabilize personnel and maintain “keystone”	275 students
(2) UNO-Japan (Doshisha University)	Relaunch “turn-key” using existing DoIE personnel	25 students
(3) UNO-Mexico (Oaxaca)	Develop & launch in tandem with private provider	TBD
+Student Exchanges (Academic Year Abroad; outgoing & incoming)	Restart	TBD
+Faculty-Led Field Schools (as proposed and viable)		

Phase TWO (2024-2025)

(4) Implement another <u>existing</u> SA summer program if immediately viable (e.g. UNO-France, Italy or Ireland)	Relaunch	25 students
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Phase THREE (2025-2026)

Or (4) Develop and implement <u>new</u> SA summer program	Develop & launch	
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Begun in November of 2022, the IEAC process has already proved revealing and useful:

- Provost Darrell Kruger has read and accepted the Strategic Plan. The Administration has given the “green light” for both Mexico and UNO-Japan Programs to join Innsbruck Summer School in Summer 2023.
- **Scott Pentzer** has been appointed interim Director of International Education and **Ryan Bell**, as a new Director of Experiential Learning and Study Away (DELSA). International Exchanges to restart.
- There is an ongoing job search for new leadership for the Innsbruck Summer School.
- The UNO International Center appears less likely to be rented to outside commercial tenants.

Yet DoIE remains in a fragile and uncertain state. Hiring timetables and organizational structures are in flux. The cross-financing of DoIE programs may be at odds with the Administration’s restated desire that SA programs prove to be “revenue neutral.” With university budget challenges mounting, the Administration might again consider transferring unsustainable sums out of Innsbruck and other DoIE accounts.

Real investment and commitment are necessary to save a UNO Division that has served over 17,500 students and hundreds of faculty successfully, bolstering our curricula, programs and reputation.

Since 2017, Faculty Senators have engaged in significant effort regarding international education. The IEAC calls upon the **Faculty Senate to pass the proposed resolution** calling for the IEAC to be made a standing committee of our body, so we can continue this work.



THE UNIVERSITY *of*
NEW ORLEANS

***Relaunching
International Education at UNO:
A Strategic Plan, 2023-2026***



***International Education Advisory Committee (IEAC)
University of New Orleans Faculty Senate
September 2023***

Submitted to UNO Administration for comment: September 7, 2023

Submitted to full UNO Faculty Senate: September 19, 2023

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Executive Summary

Since 1973, over 17,500 students have participated in Study Abroad and other international programs administered by the University of New Orleans. During the COVID-19 pandemic in 2020 and 2021, all of the Study Abroad programs and international student exchange activities operating under UNO's Division of International Education (DoIE) were suspended. Of the five primary pre-pandemic summer programs administered by the DoIE -- UNO-Innsbruck, UNO-France, UNO-Rome, UNO-Japan and the Writing Workshop in Cork, Ireland -- only the keystone Innsbruck Summer School restarted in summer 2022. It was again the sole DoIE program to run in the summer of 2023.

Though the UNO Administration sought to characterize the reduced international offerings as a temporary pause with programs "on hiatus," an air of instability and crisis in international education at UNO grew in the absence of an announced plan to restart full operations. Concerns voiced by students, a growing list of crucial DoIE staff transfers, retirements and resignations and a UNO Administration initiative to rent out the DoIE office space in the International Center building drew further faculty attention.

On November 28, 2022, the UNO Faculty Senate issued a resolution called for a committee of faculty and stakeholders to advise the administration in the relaunching of international education. Pursuant to new Provost Darrell Kruger's recommendation, this three-year Strategic Plan:

1. Assesses the issues underlying the current crisis and provides guidance for avoiding future problems and disagreements, particularly regarding more regular, predictable and sustainable UNO Administration overhead assessments against DoIE revenues and reserves;
2. Calls for the restoration of crucial stability to DoIE personnel, office space, program operations and partnerships, especially regarding the keystone UNO-Innsbruck Program;
3. Advocates for clear phases leading to a rapid resumption of suspended international student exchanges, the relaunching of the most immediately viable existing programs (e.g. UNO-Japan), the development of promising new initiatives (UNO-Mexico) and the fostering of faculty-led pilot programs, all at a tuition price point accessible to UNO students;
4. Sets out a role for ongoing and collaborative faculty participation in the renewal of the international mission, brand, strategy and opportunities that distinguish UNO within the University of Louisiana System and wider Gulf South region.

In this way the IEAC believes that a strategically restored DoIE -- uniting relaunched and innovative Study Abroad and International Exchange programs with the continuing Intensive English Language Program (IELP) -- can once again serve as a center of excellence at UNO, attracting and retaining students, providing significant opportunities for faculty, and enriching the UNO experience.

Introduction

Since 1973, international education offerings have been a distinguishing part of the University of New Orleans, allowing over 17,000 students to enrich their educational experience. Ranging from summer programs and academic-year exchanges to field schools, writing workshops and Nepalese mountain treks, these programs (*See Appendix 1*) have been coordinated by or organized under the Division of International Education (DoIE), now administratively attached to UNO Academic Affairs and, since 2015, housed in the UNO International Center.

Since the advent of the COVID-19 pandemic in 2020, however, nearly all Study Abroad programs and exchanges have been suspended. The exception to this general program stoppage is the Innsbruck Summer School, which in the Summer of 2022 relaunched successfully, enrolling over 200 students from UNO and our partner institutions.

In light of this general suspension and growing concerns on campus, the UNO Faculty Senate in the Fall of 2022 passed a resolution (*See Appendix 2*) that called for the administration to consult with faculty and other stakeholders with a view to restoring our international offerings. The International Education Advisory Committee (IEAC) convened in the 2022 Spring semester and met with new Provost Darrell Kruger on January 31, 2023. During this meeting, Provost Kruger endorsed the principle of shared governance and urged the IEAC to create and propose a three-year plan to revive international education.

The IEAC initiated a series of springtime meetings involving both faculty senators and stakeholders with international interests and experience. The IEAC produced a “First Principles” document (*See Appendix 3*) in March 2023 that was addressed to the administration (reported to the full Faculty Senate in April 2023), and which laid out understandings and foundations crucial to any successful relaunch planning. These principles, focused on restoring viability and stability to the DoIE, help to inform the Strategic Plan that follows, as does the work of a previous Faculty Senate committee similarly charged with advising on international education matters in 2017-2018 (see below).

The plan that follows is necessarily strategic, charting a direction for international education without specifying every detail or step such an initiative will require. The IEAC understands that university-level international education is a complicated endeavor requiring the work of staff with training and experience. We believe that this Strategic Plan, carried out by an empowered staff, provides a foundation for renewing the Department of International Education and restoring its ability to offer a diverse array of affordable programs and opportunities in line with the university’s mission statement and other strategy documents.

UNO's mission and the origins of the Division of International Education

New Orleans has long been understood as a cosmopolitan site connected to and produced by changes in broader currents in world history. Native American, African, French, Spanish and British influences shaped early Louisiana, the Gulf South and the emerging city of New Orleans. These far-flung connections continue to develop today, as immigration patterns, economic development, transportation networks and environmental concerns reshape the city and wider Gulf South region.

A concern for internationalization has long been a goal of the university and its faculty. Spearheaded by individual professors in 1973, UNO's first overseas study campus was based in Munich. By 1976 the **Innsbruck Summer School** had taken shape, already attracting over 165 students and presaging the program's status as the flagship of all UNO Study Abroad. Administered by UNO's Metropolitan College, it spun off and subsidized a host of ancillary programs, such as the **European Experience Program** (1985-1992) and the Austria-based **European Centre** (1989-2000). Metropolitan College also helped to give rise to the second-most popular **Glories of France Program** (1983-2019), with an early focus on high school students.

Beginning in the 1990s, major UNO committees were charged with the internationalization of the university. Their reports in **1991/1993 ("A Review of International Programs, Initiatives and Activities")** and **February 2000 ("A Strategic Plan for Internationalizing the University")** called for a more global focus to the UNO mission. Several new Study Abroad Programs appeared during this time. These included **UNO-Costa Rica** (1993-2017), and the **Prague Summer Seminars** (1996-2016), as well as smaller or pilot programs such as the **Brunnenburg Anthropology Program** (1987-2003) and **UNO-Bath** (1990-1993).

In August 2009 then-President Timothy Ryan, citing budget crises, eliminated UNO Metropolitan College, transferring its Study Abroad activities to a new **Division of International Education** under Assistant Vice Chancellor of International Education Alea Cot and reporting to Academic Affairs. The DoIE was redesignated as "self-funding" and was thus no longer to receive any direct funding from the UNO General Fund – a significant financial and accounting transition.

During this period, **UNO-Japan** (founded 2009) and the **Writing Workshops in Madrid** (2003-2007), **Mexico** (2008-2010), **Edinburgh** (2010-2012) and **Cork** (2013-2019) took shape, and **UNO-Rome** (founded in 2003) began to flourish.

The DoIE also continued a search, begun in the wake of an outpouring of international support following Hurricane Katrina, for a new home. After several specific proposals and locations did not come to fruition, a \$1million donation from the Edward G. Schlieder Foundation helped to spur more successful efforts. In 2014 the UNO Administration announced the "long overdue" **UNO International Center (IC)** would occupy the site of the former UNO Children's Center. The new IC brought together

the DoIE's multiple Study Abroad programs, the Intensive English Language Program (IELP), and the Office of International Students and Scholars (OISS), as well as academic units like Center Austria, the Bachelor of Arts in International Studies (BAIS) program, the Center for Latin American and Caribbean Studies.

During the International Center's January 2015 opening ceremonies, then-President Peter Fos noted how the International Center was part of the university's new focus on enhancing student learning through "global engagement," and part of a multi-year Southern Association of Colleges and Schools (SACS) reaccreditation plan. Indeed, UNO's international education efforts drew further attention through the **2015-2020 SACS Quality Enhancement Plan (or QEP), entitled "Bringing the World to UNO: Global Engagement and Learning."** (See <https://www.uno.edu/media/16631>)

International education has continued to inform university strategy. The current **UNO Mission and Vision Statement** stresses how its role as an urban research university includes a global mission. As it notes, UNO should strive to be a "world class" institution and be seen "as a global community asset, [that] serves national and international students and enhances the quality of life in New Orleans, the state, the nation, and the world, by participating in a broad array of research, service learning, cultural and academic activities." (See <https://www.uno.edu/about-uno/mission>) Such principles also align UNO with recent moves by the University of Louisiana System, where the emerging Core Competencies initiative features "cultural competence" as one of its five main pillars.

A Challenging Decade for the DoIE, 2013-2023

Even as planning for the new International Center continued, however, disagreements between the central UNO administration and the DoIE regarding the latter's financing -- including proposed overhead charges and the accruing of DoIE positive fund balances/reserves -- grew more acute.

In the spring of 2013, with state budget cuts deepening and then-President Peter Fos directing a cost-containment effort, senior UNO Administration officials directly challenged the DoIE regarding payment for administrative support work. One acknowledged the DoIE's success, but criticized the supposed "paradigm" that allowed it to operate as a "shadow institution" without addressing administrative burdens it allegedly imposed on the Bursars Office, Admissions, Financial Aid, and Registrar's Office. For the Summer 2013, UNO Registrar Matt Moore called for a \$21,000 payment to compensate for an estimated 420 hours of such administrative support.

UNO Administration officials also clearly began targeting DoIE rollover “Positive Fund Balances” (including financial reserves) which in 2014 had come to total approximately \$2.3million.¹ DoIE Director Alea Cot repeatedly defended funds in such accounts as established practice dating back to at least 1988 and necessary given summer Study Abroad programs’ fiscal year-straddling accounting needs and practices (with revenue and expenses accruing outside of the typical UNO calendar). The DoIE further asserted reserves are crucial given the extraordinary risk management requirements that might require the untimely suspension of DoIE programs or other costs (for example in the event of international emergencies like terrorist attack or war).

Yet in ensuing years, as UNO faced diminishing enrollments and continuing reductions in state budget appropriations, the UNO Administration moved to transfer large sums out of DoIE reserve accounts and assess sharply higher overhead charges. For example, in 2014, the UNO Administration reportedly withdrew approximately \$835,000 out of DoIE reserve accounts. In 2017, the Administration reportedly assessed another Indirect Cost Recovery (or overhead) charge of over \$424,000 to the DoIE.

In 2017, during the tenure of then-President John Nicklow, the UNO Faculty Senate became aware the UNO Administration was questioning DoIE finances and considering the closure of individual summer Study Abroad programs. The Faculty Senate responded (*see Appendix 4a*) in September 2017 by calling for a first **International Education Advisory Board** (or **IEAB**, an ancestor of the current IEAC, chaired by Faculty Senator and Biological Sciences Professor Nicola Anthony) to consult with the administration and the DoIE. Multiple meetings and deliberations with then-Provost Mahyar Amouzegar and DoIE staff in 2017 and 2018 focused on DoIE accounting practices, specific programs and budgets, and the general operations and state of Study Abroad, IELP and other DoIE activities.

In April 2018 this IEAB issued a series of recommendations intended to provide for greater stability for UNO’s international education efforts. These findings, contained in interim and final reports (*See Appendices 4b and 4c*), noted that the administration’s existing practices for levying overhead charges had placed the DoIE budget “on a dangerous downward trajectory” that would potentially deplete or empty necessary DoIE reserves. The IEAB report called for revisions to the administration’s indirect cost/overhead charges practices, the maintenance of a minimum positive fund balance (or reserve) of \$1.3million, the implementation of a series of measures including the levying of new student fees and a review of financial aid policies. None of these recommendations were implemented, though the Administration halted discussion of individual Study Abroad program closures. In 2018, the UNO Administration again reportedly withdrew \$325,000 from DoIE accounts.

¹ The IEAC’s information with regard to the full financial picture and individual transactions is incomplete, and administration officials should be able to provide additional insights into these specifics and matters. The IEAC welcomes any clarifications.

In 2019, the last year before the COVID-19 pandemic interruption, the DoIE ran six programs including UNO-Innsbruck, the “Glories of France” program, UNO-Rome, UNO-Japan, the Writing Workshop in Cork, Ireland, and the UNO Field School in Austria/Germany. UNO-Innsbruck remained the predominant program, accounting for over 70% of the 399 DoIE summer student enrollments and generating significant gross revenues. In this year the UNO Administration again reportedly withdrew another \$372,000 from DoIE reserves.

With the emergence of the COVID-19 pandemic in March 2020, international travel became impossible and all Study Abroad and exchange programs were suspended. The DoIE was largely unable to generate revenue and accrue reserves. The UNO Administration has repeatedly cited a figure of \$800,000 in salary and related costs paid out during this time as evidence of its commitment to international education. DoIE staff counter that staff reassigned to other parts of the UNO administration filled needed positions, and further note that DoIE lost revenue was included in UNO’s application to the US Government as part of the university’s bid for major federal COVID-19 assistance under the Higher Education Emergency Relief Fund (HEERF) program.²

In 2022, with the COVID-19 pandemic still ongoing and financial and administrative pressures growing, the DoIE relaunched the 2022 Innsbruck Summer School program in the face of multiple organizational, marketing and staffing challenges. Attracting 207 students from UNO and partner universities, the Program generated gross revenues of roughly \$1.8million. In August 2022, the UNO administration reportedly withdrew another \$500,000 from DoIE accounts.

As the present Faculty Senate committee began to take shape to address the continued shuttering of other Study Abroad programs, the air of crisis within DoIE grew. In the fall of 2022, news began to circulate that the UNO Administration was exploring renting the Division of International Education’s offices and other student and meeting space in the UNO International Center to outside third-party clients. Adding to previous crucial program staff shifts, on December 1, 2022 longtime DoIE Director and Assistant Provost for International Education Alea Cot suddenly retired. In early May 2023, Innsbruck Program Director Irene Ziegler announced her own resignation, set to take effect in July 21, 2023 (before the end of the Innsbruck Program itself).

The past decade, culminating in the crisis unleashed by the suspension of programs during the COVID-19 pandemic, has revealed entrenched differences between the UNO Administration and the “self-funded” DoIE, as exemplified by the lack of mutually-acceptable and sustainable financial arrangements regarding indirect or overhead costs. Irregular transfers of funds, arising alongside the university’s worsening budgetary situation, have heightened instability within DoIE and exacerbated personnel tensions. Successful programs, expert staff, institutional knowledge and partnerships built over a period

² Regarding such claims, information pertaining to UNO’s specific participation in the HEERF program were not available during the writing of this Strategic Plan.

of decades are at serious risk in the current environment. The IEAC views this situation with great concern. However, the urgent need to relaunch international education also offers the University the chance to chart a path forward that aligns a renewed Division of International Education with emerging opportunities – wrought by changes in UNO’s faculty, staff, and student population as well as the global post-pandemic environment for higher education – in the years ahead.

Strategic Plan Phases

All-Phase/Overall Recommendations

- ***Retain a Division of International Education under a full-time Director.*** We believe the institutional approach embodied in a single Division of International Education, headed by a full-time Director with an upper administration title, remains the most coherent and best model for pursuing an effective restoration of our international programs and initiatives.³ With wide responsibility for strategy, staffing, budgets, program management and risk management, the Director should continue to oversee and coordinate the DoIE’s programs, including international student exchanges, Study Abroad and the Intensive English Language Program (IELP).⁴ Indeed, because of the need and opportunity for cross-financing, we believe the Division model is central to the relaunching international education efforts at UNO.
- ***Clarify annual charges against Division revenues and maintain an emergency reserve fund.*** The IEAC renews these recommendations, first issued by a Faculty Senate committee in 2018 (*See Appendices 4b, 4c*). The assessment of any overhead/indirect cost recovery fee against net revenues of the “self-funded” Division of International Education should be negotiated, predictable and sustainable, allowing for reinvestment in the DoIE and the rational development and continuation of the programs envisioned in this phased Plan. The IEAC further supports the need for the DoIE to negotiate and retain positive fund balance/reserves sufficient (estimated at \$1.3million in 2018) to address rollover accounting needs and risk management/emergencies, as the current COVID-19 pandemic has shown to be necessary.
- ***Retain the International Center.*** As a hub of international activities, programs and resources, the IC serves as a “One-Stop Shop” for prospective and current students and faculty, and helps

³ UPDATE (as of August 30, 2023): On May 22, 2023 Provost Darrell Kruger announced the appointment through December 23, 2023 of Dr. Scott Pentzer, Chair of the UNO School of Interdisciplinary Studies and Director of the University Honors Program, as Interim Assistant Provost for International Education. The IEAC welcomes the interim appointment and his participation on site in the 2023 Innsbruck Summer School.

On July 13, 2023, Pentzer announced that UNO’s Ryan Bell, previously the Director of Experiential Learning and Community Engagement, would assume the new title of Director of Experiential Learning and Study Away. Bell’s new role will apparently take shape within an evolving Division of International Education organizational structure. The IEAC looks forward to its meeting with Bell in early September.

⁴ The activities of the successful Intensive English Language Program (IELP) were not the direct subject of IEAC study for this Strategic Report, but were reaffirmed in the previous 2018 IEAB study.

to support UNO's distinctive global branding. It also promotes important and logical synergies, such as between the DoIE's flagship UNO-Innsbruck (Austria) Summer School Program and the academically-focused Center Austria and its cohorts of Austrian students. The university should actively solicit and pursue new IC "naming" and revenue possibilities. Indeed, in Spring 2023, the University of Louisiana System approved the naming of the IC Seminar Room (Room 112) as the "Rosemary and Brunswick Deutsch Seminar Room." Similar donor opportunities exist for at least four other locations: the IC Board/Conference Room, the IC Student Lounge, the IC Patio and the International Center itself. The DoIE should be able to leverage donors' eagerness to support specific programs and opportunities at UNO.

- **Stabilize relationships with international university partners.** The DoIE and, where appropriate, the UNO Administration, should prioritize reaching out to international and US-based university partners – such as the University of Georgia and the University of Innsbruck – to assess and hopefully reaffirm long-term relationships that have ensured the success of its programs.⁵ Partners from other "paused" programs, such as Drexel University and SupAgro/Institut Agro Montpellier (France), should be queried regarding their attitude toward possible renewed initiatives and collaborations.
- **Clarify UNO's position regarding financial aid and summer programs.** DoIE staff report that recent years have seen the reduced availability of financial aid for summer Study Abroad programs, restricting UNO student participation. The DoIE and UNO Administration should together quickly ascertain how to best put financial aid resources to work for prospective UNO Study Abroad candidates.
- **Update internationalization/Global Engagement Reports.** Major university reports from 1991, 2000 and 2015 helped the university to assess its resources and refine the international aspects of its mission. A new report of this kind should follow in 2024-2025.
- **Create a standing International Education Advisory Committee under the Faculty Senate.** Since 2017, the UNO Faculty Senate has twice assembled *ad hoc* advisory bodies to address critical international education issues, issuing concrete recommendations each time. Given the connection to UNO curricula and programs, and demonstrated investment of UNO faculty in international education, and the Provost's embrace of shared governance, the Faculty Senate should maintain an IEAC on an ongoing basis in order to consult with the DoIE and the administration about these vital matters. The IEAC has drafted a resolution to this effect for submission to the wider Senate in the 2023-2024 academic year. (See Appendix 5)

Relaunch Phase One: Summer 2023-Summer 2024

Five crucial areas need to be addressed during this period:

⁵ UPDATE (as of August 30, 2023): Believing in the utility of high-level contacts between UNO and our counterparts at the University of Innsbruck, the IEAC welcomes the news that Provost Darrell Kruger traveled to Austria to represent our university and demonstrate our commitment during this crucial 2023 Summer School.

- 1.1 Continued stabilization and support for the Innsbruck Summer School;
- 1.2 Relaunching of the UNO-Japan/Doshisha University summer program;
- 1.3 Development of UNO-Mexico;
- 1.4 Support for smaller faculty-led field schools and similar programs;
- 1.5 and Restoration of academic-year International Student Exchanges.

1.1 Continued Relaunch of Innsbruck Summer School

As detailed in the IEAC's "First Principles" document, since its founding in 1970s, the Innsbruck Summer School has been the keystone of international education offerings at UNO. Over 60% of the students served by the DoIE have been participants in the Innsbruck program, which also builds upon long-lasting institutional relationships between UNO's CenterAustria and the University of Innsbruck.

The Innsbruck Program has been successful at multiple academic and practical levels. Its gross revenues of \$1.8 million in 2022 demonstrate that the Summer School continues to hold significant potential as a motor of relaunched international education initiatives at UNO.

The IEAC endorses the following measures to allow the Innsbruck Program to continue its crucial post-pandemic relaunch:

- *Rapid hiring of a replacement Program Director.* As noted in its letter to the administration (See *Appendices 6 and 7*), the IEAC sees this as a truly crucial measure and immediate need. In addition to international education experience, this individual should possess appropriate language and cultural skills, so as to facilitate the smooth operation of the program's organizational and on-site phases. We believe that a new Program Director must immediately work to strengthen our ties with our University of Innsbruck and domestic university partners. Given the wide responsibilities of this Program Director, the substantial revenue generated by the Summer School, and the key role of Innsbruck in the relaunch of UNO's DoIE, we urge the administration to commit the necessary resources to this important position.⁶
- *Hiring of an Assistant Program Director.* Working alongside the new Program Director, this person should possess the administrative skillset that has enabled the Innsbruck program to offer the additional highly-tailored customer service that has allowed us to successfully recruit from partner universities like the University of Georgia. The IEAC views this student support as central to the maintenance of this important relationship. Though less crucial than is the case

⁶ UPDATE (as of August 30, 2023): The search for an individual to lead the Innsbruck Summer School is currently underway, though the published Job Description (See Appendix 7) notes that this individual will be hired at the Associate Director level, and will report to the new Director of Experiential Education and Study Away (DELSA).

for the Program Director, the Assistant Program Director would ideally possess linguistic and cultural expertise and should be available to be in residence in Austria during the Summer School session as well.

- Maintenance of Innsbruck Program's current office space and resources. The plan under consideration to rent to outside clients the office space currently occupied by the Innsbruck Summer School Program raises significant issues. Office operations (computer networking, phone systems, photocopier and printer access, etc.) would be disrupted in a critical time and entail real costs. More broadly, any such move would potentially eliminate existing synergies with other IC partners, hamper student access and diminish DoIE and Innsbruck brand identity.
- See also the General Recommendations above.

1.2 Relaunch of UNO-Japan Doshisha University/Kyoto Relaunch

The revival of the UNO-Japan Summer Program, since 2009 based at Doshisha University in historic Kyoto, offers a nearly “turn key” opportunity to restart one of our most distinctive Study Abroad programs. (See Appendix 9) To restart this valuable program, the DoIE needs to:

- Confirm intent to use Doshisha dormitories. Housing is often an expensive aspect of Japan-based programs. Thanks to the long relationship tended by Dr. Noriko Krenn, UNO has been able to avail itself of inexpensive and very high-quality dormitory space on Doshisha University's campus. Traditionally, the DoIE has confirmed its intention to use Doshisha dormitories by July 1 of the preceding year. After a gap of several years, Harvard University assumed the space usually taken by the University of New Orleans. A successful restart of the program must begin immediately with confirming our intention to use this dormitory space, or this unique opportunity will almost certainly be lost to Harvard or another program.
- Reassign experienced staff. The DoIE's Jennifer Torres, currently serving as Assistant Director of the Innsbruck Summer School, should be at least partially reassigned back to her original position directing the UNO-Japan program. As a former Doshisha student participant, Torres is clearly invested in the revival of the program and has the experience and skillset to quickly reestablish the program alongside Dr. Noriko Krenn.
- Begin outreach to past and prospective students. Though many of the UNO students who had previously signed up to attend the Japan summer programs that were cancelled during the pandemic have graduated, some are still enrolled at UNO. The University should immediately reach out to these students, and should solicit interest among students in Dr. Noriko Krenn's Japanese language classes at both UNO and Tulane University. Traditional DoIE class visits to relevant courses should also begin, as should contacts with the New Orleans Japan Society. All social media and websites should be updated to foreground the availability of UNO-Japan for 2024.

1.3 Development of new summer program in Oaxaca, Mexico, Summer (June-July) 2024:

Spearheaded by the Latin American and Caribbean Studies Chair Dr. Roberto Barrios and Dr. Scott Pentzer, this new program will:

- Be an interdisciplinary program open to students in all majors;
- Enroll all students in two courses (6 hours), with one of the courses being Spanish at the appropriate level (beginner, intermediate, advanced). Initial course offerings will be in Spanish and Anthropology, History or Political Science, but the program is open to adding courses in other disciplines with sufficient faculty and student interest.
- Be offered in a Hybrid format—6 weeks total, with 3 weeks in Oaxaca (exact distribution TBD) Instructional time in New Orleans before and/or after the Mexico component will emphasize experiential learning and connections between Greater New Orleans and Mexico/Latin America.
- Explore different partnership options for homestays, classroom space and other program support.

1.4 Fostering of faculty-led smaller/pilot programs

The importance of the Division of International Education in incubating and supporting small international programs on the field school model may be seen in the success of the ongoing partnership between the UNO Department of Anthropology and Sociology and the U.S. Defense POW/MIA Accounting Agency to offer forensic archaeological field schools in Central Europe, focused on recovering the remains of missing-in-action air crew from World War II aircraft crash sites. The partnership began in 2017, with a field school offered for credit through the Innsbruck Summer School but based off-site at a field location elsewhere in Austria. In this case, the infrastructure of the Innsbruck program and the logistical support of Alea Cot and Irene Ziegler ensured the program could move forward with limited external funding. In 2019, based on the success of the initial year, UNO was able to offer a much larger field school in Germany, with external funding from the DPAA through a grant program with the Henry Jackson Foundation for the Advancement of Military Medicine. This relationship has continued to expand; in 2020-2021, UNO received a grant for a new 3-year project in Austria with the DPAA, again with funding through the HJF, and currently UNO is expecting to begin a new funded project in Summer 2024.

The benefits of this partnership are tangible: to date, the awards from the HJF have generated over \$100,000 in F&A for the university, while providing for student travel costs and stipends, with over 30 students having now participated in the program. Beginning in 2022, Gray as PI was also able to negotiate a management fee (equal to 10% of the modified direct cost of the awards from HJF) to be paid to the Division of International Education, to reflect its importance in managing project accounts

and expenses. The field projects done under the auspices of this partnership have generated attention at the national and international levels, which has recruited new students to UNO programs, and has led to new cooperative opportunities with the Institute for Archaeology at the University of Innsbruck. Finally, the experience has provided long-term benefits for student participants, with many now pursuing careers in related fields and/or advanced degrees.

Along these lines, we believe that the renewed DoIE should in 2023 consider committing resources and assisting faculty with budgeting, travel, risk management and other administrative issues in order to support their ongoing or potential initiatives, including:

- UNO Archaeological Field Schools in Central Europe (Ryan Gray)
- UNO Field School in Central Africa (Nicola Anthony)
- Potential UNO initiative to Israel/Palestine (David Beriss)
- Potential UNO Field School to France (James Mokhiber)
- Potential Alumni/Industry Short-Term Travel Programs (Jaimee Carreras)

The IEAC believes that support for faculty-led pilot projects can be an effective way to “pilot” larger and/or more permanent programs for future implementation.

1.5 Relaunch of UNO Academic Year International Exchanges

Approximately 500 students have participated in academic-year exchange student programs through UNO’s DoIE. With the outbreak of the COVID-19 pandemic, UNO students on international exchanges were repatriated from their host institutions. Due to staff transfers, UNO’s incoming and outgoing exchanges have been almost entirely suspended.

The suspension of international exchange has come at some cost to UNO, as incoming exchange students count directly toward our enrollment numbers. For outgoing students, the suspension of international exchanges has been especially challenging, as many current students have counted upon Study Abroad or International Exchange in order to take courses or fulfill requirements not available on UNO campus due to diminished faculty, limited adjunct budgets, or other constraints.

To relaunch international exchanges, the DoIE needs to hire or reassign an individual to immediately: review UNO’s many bilateral agreements negotiated with various exchange entities (such as France’s prestigious MICEFA) over past decades; compare existing agreements and processes against third-party programs (like the non-profit ISEP); coordinate with the DoIE Director, UNO Registrar, Financial Aid and Admissions regarding processes and potential bottlenecks for both incoming and outgoing students; update all databases and relevant webpages, especially those (see

<https://www.uno.edu/studyabroad/isep>) indicating that our programs are suspended and include outdated timelines, deadlines and other information; implement outreach to UNO faculty, particularly in stakeholding departments and programs (like the BA in International Studies) regarding renewed exchange opportunities. The IEAC also believes that this individual would be well placed to serve as a coordinator for International/Virtual Internships.

Relaunch Phase Two: Study Abroad “turn-key” activation / Program Review and Planning, Summer 2024-Summer 2025

In the second phase, the Division of International Education should review the experiences of the previous year, with especial attention to the continued central role of the Innsbruck Summer School. In particular, any additional staffing needs regarding Innsbruck should be prioritized at this stage.

If a potentially “turn-key” opportunity exists to renew a previous program at, for example, the UNO-France campus in Montpellier, UNO-Rome, or the Writing Workshop in Cork, Ireland, and past partnerships can be reactivated, the DoIE should pursue this option.

The DoIE should review both the UNO-Mexico program, potentially a third-party provider-run program, and the renewed UNO-Japan program, with a view to applying any lessons learned to the start up of either one of the preexisting or a new mid-size program. The “right sizing” of programs is a crucial question that the DoIE needs to make clear early on during the relaunch and evaluation phases.

Phase Three: Potential new program activation, Summer 2025-Summer 2026

If a “turn-key” fourth UNO summer Program has not been reestablished in the Summer of 2025, the DoIE should focus on initiating a new program in this third year. The DoIE should determine optimal placement for this new program, prioritizing UNO student needs as well as concerns for geographical coverage and diversity. More broadly, UNO faculty and curricula should be surveyed in advance to determine the most UNO-appropriate Summer Program to restart or create. Faculty-led pilot projects and field schools should be considered candidates for scaling up. The DoIE should also investigate Study Abroad opportunities available through other University of Louisiana System (ULS) members, with a view to developing distinctive, attractive and accessibly-priced offerings at UNO.

The IEAC should author a follow-up report on the implementation of this Three-Year Strategic Plan, working with the DoIE and UNO Administration to determine future direction for international education at UNO.

--End of Strategic Plan, Appendices Follow--

Appendix 1: "UNO Study Abroad Enrollments, 1973-2022"

Division of International Education
Total Enrollments Abroad

PROGRAM	1973	1974	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	
SUMMER PROGRAMS	160	90	166	154	176	270	238	236	231	216	215	251	131	211	209	249	258	154	248	216	219	195	212	247	
UNO-Munich																									
UNO-Jenabuck																									
Glories of France										18	20	25	21	25	25	30	35	22	27	22	27	28	42	37	
European Experience										35	35	35	35	35	40	0	13	14	13	15	13	16	16	8	
Brunnenburg Anthropology																									
UNO-Havre																									
Alpine Institute												20													
Interhostel																									
Ezra Pound Center Brunnenburg													35	35	35	35	35	40	35	0	20	40	27	22	
European Centre																									
UNO-Bath																									
UNO-Edinburgh																									
Trek in Nepal																									
UNO-Costa Rica																									
Prague Summer Seminars																									
UNO-Montpellier Festival																									
Honors tour to Greece																									
Greek Voyas																									
Three Musical Cities																									
Meand Summer Seminars																									
UNO-Rome, Italy																									
UNO-Coursator's																									
Writing Workshops in Mexico																									
UNO-Japan																									
Writing Workshops in Edinburgh																									
Writing Workshops in Cork, Ireland																									
UNO Field School in Gabon, Africa																									
UNO Field School in Austria or Germany																									
TOTAL	160	90	166	154	176	270	238	236	231	234	235	341	222	334	327	383	441	264	346	339	376	325	454	446	
SEMESTER/YEAR STUDENTS (not enrollments)																									
AVY-Innsbruck																							1	2	
UNO Exchanges (out)																							1	2	
TOTAL																							1	2	
TOTAL SUMMER + YEAR	160	90	166	154	176	270	238	236	231	234	235	341	222	334	327	383	441	264	346	339	376	325	455	448	

All underlined numbers in Italics are estimates.
Drama program in London sent about 120 persons over 6 years.
Greece and European pre-study programs sent hundreds of students over the years that are not counted.

Relaunching International Education at UNO: A Strategic Plan, 2023-2026

Division of International Education
Total Enrollments Abroad

SUMMER PROGRAMS	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
UNO-Munich																	
UNO-Innsbruck	258	287	299	316	314	321	275	255	246	253	256	231	233	225	258	269	262
Glorias of France	35	37	29	52	45	38	37	37	27	30	45	34	42	49	32	40	35
European Experience																	
Brunnenburg Anthropology	161	161	161	131		141											
UNO-Haver																	
Alpine Institute																	
Inherbital																	
Ezra Pound Center Brunnenburg	13		17		12		15	9	10			11	10		6		9
European Centre	22	30	13														
UNO-Bain																	
UNO-Edinburgh																	
Trek in Nepal																	
UNO-Costa Rica	36	34	35	41	48	29	30	37	21	24	25	23	28	24	26	17	21
Prague Summer Seminars	85	109	156	123	73	33	43	33	33	44	36	47	35	34	31	39	36
UNO-Montpellier Festival																	
Honors tour to Greece			16	16	24	14	7	19	16								
Greek Villas																	
Three Musical Cities				18		21											
Madrid Summer Seminars							47	45	48	38							
UNO-Rome, Italy						15	19	15	21	21	12	30	0	17	10	22	22
UNO Counselor's							24	22	34		43	61	80	27	15	21	16
Writing Workshops in Mexico												24	27	27	46		49
UNO-Japan																	48
Writing Workshops in Edinburgh																	10
Writing Workshops in Cork, Ireland																	
UNO Field School in Gabon, Africa																	
UNO Field School in Austria or Germany																	
TOTAL	465	513	581	586	537	511	487	472	456	410	428	461	453	457	424	457	459
SEMESTER/YEAR STUDENTS (not enrollments)																	
AVI-Instruck	10	14	11	17	12	11	19	21	12	9	3	11	10	12	9	16	13
UNO Exchanges (out)	4	17	31	19	22	10	23	19	6	9	13	14	7	12	10	7	10
TOTAL	14	31	42	36	34	21	42	40	18	18	16	25	17	24	19	23	23
TOTAL SUMMER + YEAR	479	544	623	622	571	532	529	512	474	428	442	486	470	481	443	480	482
							45 more on Kathina scholarships in 2005-06										

Appendix 2: “UNO Faculty Senate IEAC Resolution” (voted and passed November 28, 2022)

[See Senate Minutes at <https://www.uno.edu/media/33031>]

Whereas international education at the University of New Orleans has been repeatedly reaffirmed as an essential component of UNO’s Mission, providing benefits for both students and faculty, fulfilling important components of UNO’s Quality Enhancement Plan, and contributing to externally-funded international research projects conducted by UNO faculty,

Whereas Study Abroad as a component of international education at the university is also a key factor in student recruitment and retention at UNO,

Whereas the planning and maintenance of international programs including Study Abroad requires intensive coordination throughout the academic year, and it requires complex partnerships and commitments that may span multiple academic years,

Whereas an International Education Advisory Committee was convened in the 2017-2018 academic year to make recommendations to the Provost when a suspension of some Study Abroad programs was proposed,

Whereas the COVID-19 pandemic has disrupted the regular operations of Study Abroad programs during Summer 2020-2022, adversely impacting the operational budgets of the Division of International Education,

Whereas the University has made the decision to “pause” or put “on hiatus” all Study Abroad programs for Summer 2023 with the exception of the Innsbruck Summer School because of current budgetary concerns,

Whereas this has the potential to disrupt many of these programs beyond Summer 2023, and this has caused uncertainty for students, staff, faculty, and stakeholders involved in these programs,

Therefore, be it resolved that the Faculty Senate requests that the University Administration, in consultation with the Faculty Senate, the Division of International Education, and other stakeholders, develop a long-term strategic plan for the resumption of these programs, including but not limited to a review of the previous recommendations of the International Education Advisory Committee. This strategic plan will be intended to address concerns of students, faculty, staff, and stakeholders by providing a timeline for the continuation of current

programs. It will also provide an assessment of immediate measures that may be undertaken to make that continuation feasible, given both the current budgetary concerns of the University and the partnerships that make Study Abroad programs possible.

Appendix 3: "IEAC 'First Principles' Letter and Statement" (April 11, 2023)

Provost Darrell Kruger

Academic Affairs

University of New Orleans

Subject: UNO International Education Relaunch

April 11, 2023

Dear Provost Kruger,

Thank you once again for meeting with us regarding the pressing matter of strategically planning a relaunch of our Study Abroad and international exchange programs. Faculty and other stakeholders in the Faculty Senate's International Educational Advisory Committee (IEAC) are continuing to discuss and share information with a view to producing the three-year Study Abroad/Student Exchange Strategic Plan you requested of us.

As we proceed, however, we believe that it is advisable to set out the following principles. These principles draw upon our present deliberations, extant strategic planning by our Division of International Education (DoIE) colleagues, and the findings and recommendations (see attached) of a similar 2017-2018 Faculty Senate committee charged with reviewing International Education's offerings, budgets, enrollments and more. A consensus on these principles would set the key variables—space, staff, and budget model—the Committee needs to formulate a longer-term plan.

We know you share our desire for swift action to address the current "pause" of most UNO Study Abroad programs and the lapse in international student exchanges in the most effective manner possible.

Sincerely,

The International Education Advisory Committee

cc: UNO Faculty Senate President Chris Broadhurst

UNO President John Nicklow

International Education Advisory Committee: “First Principles”

- 1. A Credible and Shared Strategy and Timeline for Relaunching.** UNO’s official Mission and Vision Statement explicitly notes international dimensions to our university’s goals. (See <https://www.uno.edu/about-uno/mission>) The Faculty Senate’s International Education Advisory Committee (IEAC) should work with Division of International Education (DoIE), other stakeholders and the Administration to immediately develop a comprehensive strategy for relaunching UNO’s international education offerings in order to promote faculty, staff, and student buy-in, planning and recruitment. Stakeholders should develop a broad and realistic vision comprising both established (but now “paused”) programs and innovative program offerings. The Administration and all stakeholders should commit to an urgent and phased timeline in order to ensure effective relaunch of the Division, its programs and offerings.
- 2. Division-based Approach to Revenues and Expenses.** The Division of International Education (DoIE) coordinates the work of multiple internationally-focused units, and generates revenues separate from the University’s General Fund according to cycles distinct from the operation of other aspects of UNO. Within DoIE, UNO-Innsbruck must be recognized as the Division’s keystone program, and UNO needs to invest in future of this program and incentivize its personnel if we hope to continue to successfully draw upon its resources for other programs in the Division. To this end, any overhead taken from the UNO-Innsbruck International Summer School should take the form of a pre-set, sustainable, and mutually agreed-upon amount. This will also ensure that the UNO-Innsbruck program will be able to cross-finance and seed other programs and personnel within the Division. To ensure stability and continuity, programs in the summer portfolio should be evaluated for viability and contribution to the Division’s mission and student needs on a three-year basis.
- 3. Ensuring Necessary Staffing, Space and Resources.** The administration should rapidly rehire key personnel to restaff the Division of International Education and provide for relaunching effective summer programs that meet future and current student needs. This staff should include, at least, a Division Director, an International Exchange Coordinator, and Program Directors/staff with appropriate expertise and training. Special consideration should be given to promoting the continuity of academic semester- and year-exchange programs. The UNO International Center should continue to be recognized as UNO’s cohesive and effective “one-stop shop,” like the Privateer Enrollment Center, for international education and students on

campus. Serious disruptions and damage to International Education's reputation will result if its offices and functions are displaced and dispersed by the rental plans currently under discussion. Current synergies as well as shared programming, resources and technology will also suffer.

Appendix 4a: "Faculty Senate Draft Resolution and Senate Meeting Minutes Excerpts regarding founding of first International Education Advisory group, 2017-2018"

UNO Faculty Senate Minutes Excerpt, September 5, 2017:

[...]

1. New Business

A new fee of 30% has been assessed on international division. Many faculty who are involved in international efforts have expressed a concern regarding the viability of the international programs as a result of assessing this new fee. This group drafted a resolution which was read at the Faculty Senate meeting, and which they would like to submit to the Faculty Senate for consideration. The sponsor of the resolution was Senator John Hazlett (BAIS). The draft resolution which was presented at the Faculty Senate is shown next:

Draft Resolution

Whereas the University of New Orleans Study Abroad Programs are an essential component of UNO's Mission,

Whereas the University of New Orleans Study Abroad Programs serve to help the University meet its SACS accreditation requirements,

Whereas the University of New Orleans Study Abroad Programs are an essential component of UNO's Quality Enhancement Plan, which is the centerpiece of our current SACS accreditation effort,

Whereas students admitted to UNO consistently cite the University's Study Abroad Programs as a decisive factor in their decision to attend UNO,

Whereas the University must begin now to plan for its summer 2018 summer course offerings, including study abroad course offerings,

Whereas the International Division must begin its planning for Summer 2018 programs and course offerings,

Whereas it has come to the attention of the Faculty Senate that the Administration has imposed a 30% overhead fee on the University's Study Abroad Programs,

Whereas this fee disrupts the functioning of the University's Study Abroad Programs and threatens their continued existence,

Whereas this fee was undertaken without full consultation with faculty,

Whereas the International Summer Programs are self-supporting and do not use the general funds of the University,

Therefore, be it resolved that the Faculty Senate ask the Administration to halt the imposition of this fee pending the formation of a Faculty Senate ad hoc committee and the formulation of recommendations by said ad hoc committee.

[...]

UNO Faculty Senate Minutes Excerpt, September 19, 2017:

[...]

1. International Education Resolution

A resolution was brought up by John Hazlett in the last Faculty Senate meeting (Sept. 5th). After the meeting, the Senate Executive Board (SEB) met with the President and the Provost to discuss the resolution. Moreover, the SEB met with Alea Cot, the Assistant Provost for International Education and Director of International Education. As a result of these meetings, the SEB is going to form a Faculty Advisory Committee which will support the international program efforts. John Hazlett stated that the resolution is no longer necessary since the formation of the Faculty Advisory Committee is on the way. Moreover, there is no reason to move on with the resolution because there was not a motion, but if there is any formal reason to do so, the resolution is withdrawn.

[...]

**Appendix 4b: “Interim Findings of UNO Faculty Senate International Education Advisory Board”
(February 16, 2018)**

To: Mayhar Amouzegar, Provost
From: UNO Faculty Senate International Education Advisory Board (IEAB)

Members: Nicola Anthony, Chair. Jim Logan, Shengru Tu, Jim Mokhiber, Lothar Birk, John Gery, LeeAnn Sipe

February 16, 2018

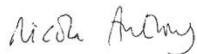
The IEAB would like to thank Provost Mahyar Amouzegar for meeting with the IEAB, Faculty Senate President Christy Corey, Assistant Provost for International Education Alea Cot and staff from the Division of International Education (DoIE). We are pleased to have reached an agreement with you and your office on the following recommendations made by the IEAB:

1. The DoIE should continue to keep a minimum fund balance of a size sufficient and appropriate to ensure the continued operation of its Study Abroad programs, and should cover both the unique budgetary situation of the DoIE and risks peculiar to Study Abroad programs (e.g. unforeseen situations or emergencies). The Provost noted that the size of a minimum fund balance ultimately will be determined by President John Nicklow.
2. Revenue for the wider University should be raised primarily from a dedicated fee paid by students who participate in DoIE programs. The Provost indicated that Alea Cot should recommend the appropriate amount for any such fee, based on her understanding of the market and student willingness or ability to pay.
3. Any additional fixed overhead rate should be charged against the net revenue of the DoIE's programs, and should exclude all items that qualify as participant support (e.g. travel, insurance, lodging, etc.) The Provost noted that any overhead charges would be phased in to minimize program disruption, and that any preliminary assessment of indirect costs will be held in an escrow account and made available to Cot should any Study Abroad program encounter financial difficulties.

In terms of the next steps to be taken, the IEAB joins the Provost in urging Cot to complete the outstanding individual program budget assessments. This information will also enable the IEAB to continue to pursue Faculty Senate President Christy Corey's charge that the IEAB "assess the strength and growth potential of the eight study abroad programs currently run by DoIE and...make recommendations regarding program changes." Regarding such changes, the IEAB, Cot and the Provost agree that some smaller programs may have high inherent value and limited potential for expansion or increased revenue generation, and should be subsidized by larger programs that usually generate greater revenue, such as the Innsbruck program.

A report outlining the recommendations that we agreed upon will be made to the Faculty Senate at its February meeting. We will also convene another meeting of the IEAB next month to examine any new program budgets, strategic plans and the DoIE's Intensive English Language Program (IELP).

Yours sincerely,



Nicola Anthony
Chair, Faculty Senate International Education Advisory Board

Appendix 4c: “Summary Report of Faculty Senate IEAB (or IEAC) Recommendations” [previous Faculty Senate Advisory group, April 11, 2018]

Meeting of the International Advisory Education Committee – April 11, 2018

Present: Nicola Anthony (Chair), Alea Cot, John Gery, Shengru Tu, James Mokhiber

The goal of this meeting was to summarize the main findings and make final recommendations to the Faculty Senate and Provost on the budget and operations of the Division of International Education (DoIE). The Committee discussed how the administration had, since the last meeting, charged the DoIE \$100,000 and \$290,000 against projected revenues for the IELP and Study Abroad programs. The Committee discussed the “escrow” commitment of the administration, as well as the disposition of funds held in restricted accounts and dedicated fees.

The findings of the committee are as follows:

1. Financial instability of the current DoIE budget. According to fiscal year 2018-2019 projections provided by Alea Cot, the DoIE budget is on a dangerous downward trajectory (See Figure 1). This is namely due to rising expenditures as a result of “overhead” charges of \$424,938 in FY 2016-7 and \$290,560 in FY 2017-2018. This has led to an overall declining fund balance that is projected to go into deficit in FY 2018-2019.
2. Individual program performance. Based on the figures now available for the individual programs, it seems that five out of the eight study abroad programs are currently operating at a minor loss. However, the Committee agrees that the value of these programs is high given that many students from UNO participate in these programs and pay less than out of state participants. The losses incurred in these programs can be readily offset by the profits made by other programs, notably the Innsbruck program which generates significant revenue.
3. The status of the Intensive English Language Program (IELP). The Committee discussed the IELP, and noted some declining enrollment and the current challenges such programs face at the national and international level. Attached is a brief summary from the IELP program on the reasons behind this declining enrollment. This program provides a valuable contribution to UNO’s international study body as well as creating additional revenue from students that elect to stay on for further study. With more than 1,000 students having matriculated into UNO since

the 1990s, IELP has proven itself to be a reliable recruitment pipeline. However, the overhead rate of \$100,000 that was charged for this fiscal year 2017-18 is also not sustainable (Figure 2).

4. Leverage of additional funds through student fees. Alea recommends a \$25 fee per student credit hour for all overseas programs. Details of this proposal are available in the strategic plan that Alea recently submitted to the provost.

Given these findings, the Faculty Senate International Education Advisory Committee would like to make the following recommendations to the Faculty Senate and UNO administration:

- A. It is proposed that the President and Provost work with Alea Cot to establish a workable minimum fund balance that does not jeopardize the current and future operation of the DoIE. Alea Cot has recommended that a minimum fund balance of 1.3 million dollars on Sept 30th of each year is needed to stabilize the budget and cover rolling expenses from programs each year. This then implies that an appropriate amount of overhead funds currently held in escrow by the Administration should be returned to the DoIE in order to ensure continued operations.
- B. It is also proposed that future overheads that are applied to the DoIE budget be based only on chargeable items (i.e. those that do not qualify as “pass throughs”). Owing to the complex timing of revenues and costs to the DoIE budget, it is also further recommended that the overhead amount is applied on February 1st of each year, based on revenue collected and expenditures incurred for the previous academic year’s programs, and that the rate applied should not drive the budget below the established minimum fund balance of 1.3 million dollars.
- C. The Committee endorses the levying of a \$25 per student credit hour fee for all overseas program students, with the understanding that revenues generated from the student credit hour fee should be used to offset the overhead assessments. Funds from this fee-based system should also be paid to UNO at the start of the fiscal year (July 1) as a deposit for overhead funds due later on that year. It is also recommended that this fee be based on actual enrollment that is verified by June 30 each year, not assessed on projections prior to student enrollment and fees actually being paid by the student.
- D. The Committee also urges both the administration and the DoIE to provide an update on Financial Aid policies and awards to students who are seeking to enroll in study abroad programs this summer. The DoIE notes that the steep decline in federal aid may jeopardize future student enrollment in overseas programs.

- E. Lastly, the Committee cautions against the application of overhead charges to the IELP and instead urges the administration to clear all profits at the end of each fiscal year.

Appendix 5: “Draft Faculty Senate Resolution making Permanent the IEAC” (September 2023) UNO Faculty Senate 2023

Draft Resolution: Making Permanent the International Education Advisory Committee (IEAC)

Acknowledging the important role attributed to international education in the UNO Mission Statement and related strategy documents;

Noting that the UNO Faculty Senate in Fall 2022 passed a resolution calling for the creation of the body now known as the International Education Advisory Committee (IEAC);

Observing that the UNO Faculty Senate thus has, in the past five years, twice convened *ad hoc* committees to provide input to the administration regarding urgent issues facing international education;

Noting that in his meetings with the IEAC UNO Provost Darrell Kruger has affirmed the role of faculty and shared governance in shaping UNO’s international education initiatives and has requested a Three-Year Strategic Plan of this body;

Noting that the IEAC has completed this Strategic Plan and submitted it to the administration and the Faculty Senate in September 2023;

Calls for the UNO Faculty Senate to make permanent the International Education Advisory Committee (IEAC).

The permanent IEAC shall:

be a Faculty Senate body, meeting regularly to help shape and support the University’s overall international goals and strategies,

shall advise the University administration and DoIE with regard to the specific operation of the Division of International Education, its programs and facilities;

shall be comprised of at least four Faculty Senate members, nominated or self-nominated from within the Senate membership and appointed by the Senate Executive Committee. These four Member-Senators shall choose an IEAC Chair, with the Faculty Senate President voting to resolve any split vote;

The IEAC’s Ex Officio members should include:

- **The Director of International Education**
- **A member appointed by the Student Government Association;**
- **A member appointed by the Staff Council;**
- **A member appointed by the UNO Alumni Association;**

At its first session, the permanent IEAC shall develop a specific charge for this committee, with the understanding that it be submitted and approved by the full Senate. Any revision to UNO Faculty Senate by-laws occasioned by this new committee shall be submitted for approval to the Senate in the same academic year, though this committee shall begin its work on an interim basis immediately.

Appendix 6: "IEAC Letter regarding urgent staffing needs, May 2023"

May 11, 2023

Dear President Nicklow and Provost Kruger,

We faculty and stakeholders urge you to act decisively to restore stability to the Innsbruck Summer School and international education at the University of New Orleans.

A crippling staffing situation in international education has become truly critical with regard to leadership of our flagship Innsbruck Summer School – the program that has for 45 years been the standard bearer for the success of all of our international education offerings.

With over 275 students from UNO and partner universities enrolled and planning to attend in early July, the Innsbruck Summer School's needs must be addressed both immediately and strategically in order to mitigate risk management issues and to head off threats to our credibility and program continuity.

Moreover, Innsbruck remains the key to any broader relaunch of international education offerings at UNO. In its "First Principles" document (see attached, as reported to the Faculty Senate), the UNO International Education Advisory Committee (IEAC) reaffirmed that Innsbruck's budgetary and administrative support remains central to its effort to address the ongoing suspension of our other Study Abroad and international student exchange programs.

Given the Innsbruck Summer School's successful track record and manifest profitability, the administration has recently discussed its enhancement or expansion. The recent call for applicants to lead the program in the Summer 2024 shines a light on the vacuum that has appeared at the top of the Summer School and the Division of International Education.

We call on you to consult with faculty, staff and stakeholders and act now.

Sincerely,

The UNO Faculty Senate International Education Advisory Committee

cc: UNO Faculty Senate President Steve Rick

Appendix 7: “Job Advertisement, DoIE Innsbruck Program”

[See: https://ulsuno.wd1.myworkdayjobs.com/en-US/UniversityOfNewOrleans/details/Associate-Director--International-Summer-School--Innsbruck--Austria_R-001125 Accessed 8/30/2023]]

Associate Director, International Summer School, Innsbruck, Austria

New Orleans, LA. Full time. Department: International Education

Job Summary

Reporting to the Director of Experiential Education and Study Away (DELSA) and supported by faculty directors, Division of International Education student workers and full-time staff as appropriate, and contract staff in Innsbruck, Austria, this position has primary responsibility for administration of UNO’s flagship study abroad program in Innsbruck, Austria – THE INTERNATIONAL SUMMER SCHOOL – which enrolls approximately 275 students (including UNO degree-seeking and visiting students) annually.

Job Description

70% Managerial—Primary responsibility for THE INTERNATIONAL SUMMER SCHOOL in Innsbruck, Austria, including content, marketing, student recruitment, advising and follow-up, course offerings and student registration, travel preparations, accounting, budgeting, compliance with academic and administrative standards, event management, and overall organization of this program.

Financial—Primary contact between UNO R&T Foundation and housing and meal providers in Innsbruck to manage and comply with multi-year contract valued at \$1.5M. Preparation of and responsibility for budgets and monitoring of all revenues and expenditures, approximately \$1.4 million annually. Primary responsibility for onsite bank account and reconciliation of onsite expenditures (approx. \$100,000 annually) in USD and foreign currency. Solicit donors and manage UNOF donor scholarship accounts.

Risk Management—Primary contact with study abroad insurance provider for annual renewals, participant coverage, and facilitation of claims and service. Primary responsibility for risk management and participant safety while abroad.

Programmatic—Collaborate with faculty Academic Director in the faculty and course selection. Organize student recruitment and orientation events, financial assistance applications, selections and awards, travel preparations, and all on-site program coordination and oversight. Assist with evaluation of instructional staff and academic materials, liaison with faculty and students for program development.

Outreach—Primary role with the University of Innsbruck concerning all activities. Act as liaison with critical entities and institutions, both locally, nationally, and internationally, including partner institutions, particularly UGA, relative to on-going programs and initiatives. Work with multiple units on campus to promote internationalization and ensure efficient student and faculty service.

20% Operational—Coordinate the daily summer operation of THE INTERNATIONAL SUMMER SCHOOL in Innsbruck serving 250-275 students and employing approximately 35 faculty and staff). The Associate Director is on duty 24/7 for emergencies and supervises the organization and implementation of all program courses, field trips, activities, and events, as well as the student conduct and discipline processes, and engaging in crisis/risk management and emergency planning to ensure the health, safety and well-being of students, staff, and faculty. Travels to Innsbruck during the spring semester prior to finalize planning.

10% Supervisory—Supervision, training, and evaluation of support staff in the U.S., with increased supervision of roughly 5 additional staff and 25 faculty (staff/faculty numbers may vary depending on program size) while directing the program onsite. This includes managing all hiring processes with the assistance of the Business Manager for the Division of International Education.

Required Qualifications: Master's degree.

At least five years' experience with study abroad in an administrative capacity. Such experience should include program organization, fiscal management, risk and safety management, leadership and supervisory of multiple individuals, implementation on-site, marketing and promotion, program evaluation, student, and faculty recruitment, including initiatives emphasizing diversity, equity and inclusion, and overall oversight of one or more study abroad programs.

Applicant must be well traveled, able to work under pressure both in the U.S. and abroad, demonstrate willingness to travel abroad when necessary, and work within a sometimes demanding and flexible work schedule.

Demonstrated competency in a variety of computer skills, excellent interpersonal, cross-cultural and organizational skills.

Excellent verbal and written communication skills.

Fluency or proficient knowledge of a foreign language, especially German.

Desired Qualifications:

Terminal degree.

Five or more years' experience in an international education environment. Fluency in German and experience living abroad.

Required Attachments

Please upload the following documents in the Resume/Cover Letter section.

Detailed resume listing relevant qualifications and experience;

Cover Letter indicating why you are a good fit for the position and University of Louisiana Systems; Names and contact information of three references;

Diversity Statement (required for all Faculty positions and any Staff position of Assistant Manager and higher).

See Diversity Statement instructions by clicking this link: <https://www.uno.edu/careers/diversity-instructions> Applications that do not include the required uploaded documents may not be considered.

Posting Close Date: This position will remain open until filled.

Note to Applicant:

Applicants should fully describe their qualifications and experience with specific reference to each of the minimum and preferred qualifications in their cover letter. The search committee will use this information during the initial review of application materials. References will be contacted at the appropriate phase of the recruitment process. This position may require a criminal background check to be conducted on the candidate(s) selected for hire. As part of the hiring process, applicants for positions at the University of New Orleans may be required to demonstrate the ability to perform job-related tasks.

The University of New Orleans is an Affirmative Action and Equal Employment Opportunity employer. We do not discriminate on the basis of race, gender, color, religion, national origin, disability, sexual orientation, gender identity, protected Veteran status, age if 40 or older, or any other characteristic protected by federal, state, or local law.

Appendix 8: "Innsbruck Summer School Flyer" (2023)



INNSBRUCK, AUSTRIA // JULY 1 - AUGUST 11, 2023

Join us next summer for a unique study abroad experience in Innsbruck, Austria. Earn 6-9 credit hours while living in the Heart of the Alps and explore Central Europe on the weekends. The International Summer School is held in one of the most beautiful, scenic, and historic spots of Europe: Innsbruck. You can choose from 40 courses taught, in English, by excellent American and European faculty. On the 3-day weekends, you have plenty of opportunity to travel and discover Innsbruck, Austria, and Europe.

UP TO \$5,000 IN GLOBAL AMBASSADOR AWARDS, PLUS OTHER FINANCIAL ASSISTANCE AVAILABLE!

"My program highlights were the field trip opportunities and being a Global Ambassador. For me this summer was life-changing!"
Puja Poole
University of New Orleans

"The balance between class time, field trips, and free time was amazing! Don't change anything!"
Jaclyn Wagers
University of New Orleans

"This program is an awesome cross-cultural experience with many chances to travel and meet other people."
James Ferguson
University of Georgia

"Very fun, but academically demanding as well."
Brett Manifold
Louisiana State University



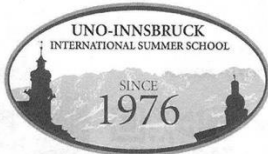
Hiking in the mountains that surround Innsbruck is one of the favorite student activities.



Innsbruck's central location in Europe allows for easy travel on long, free weekends.



The WWII class took a field trip to a nearby museum where students got to sit in an authentic US jeep that was left in Austria after the war.



COURSES OFFERED

- ANTHROPOLOGY**
 - ANTH 1010 Peoples of the World
 - ANTH 1020 Fads, Fallacies, and Human Origins
 - ANTH 2052 Cultural Anthropology w/ Service Learning Option
 - ANTH 4440 Religion, Magic and Witchcraft
- BUSINESS ADMINISTRATION**
 - BA 3010 Legal Environment of Business
 - BA 3021 Business Law
- COMMUNICATIONS**
 - FTA 2090-92 International Communications
- EARTH AND ENVIRONMENTAL SCIENCE**
 - EES 1006 Dinosaurs
 - EES 2096 Alpine/Glacial Geology and Climate Change
- ECONOMICS**
 - ECON 3000 Managerial Economics
- ENGLISH**
 - ENGL 2090 The Legacy of WWII in Literature
 - ENGL 2312 International Film as Literary Art
- FINANCE**
 - FIN 3300 Principles of Financial Management
- FINE ARTS**
 - FA 1001 Core Studio I - Surface, Color, Practice
 - FA 1010 Art Appreciation
- FILM**
 - FTA 3090 Cinematic Storytelling with your Smartphone or DSLR Camera
- GERMAN**
 - GER 1001 Basic German I
- HISTORY**
 - HIST 2000 Environmental History
 - HIST 2991 Nazi Germany & World War II
 - HIST 2991 Genocide and Holocaust
 - HIST 3992 Imperial Europe: Austria & Germany
 - HIST 4003 Modern Military History
- HUMANITIES**
 - HUMS 2090 Interculturalism and Gender Equality
 - HUMS 4090 The Politics of Identity
- ITALIAN**
 - ITAL 1001 Basic Italian I
- JOURNALISM**
 - JOUR 2790 Travel Writing
- MATHEMATICS**
 - MATH 2785 Elementary Statistics of Business and Economics
- MANAGEMENT**
 - MANG 3401 Introduction to Management and Organizational Behavior
 - MANG 4446 International Management
 - MANG 4497 Disaster Management, Business Continuity & Personal Preparedness
 - MANG 4750 Business Intelligence and Analytics
- MARKETING**
 - MKT 3501 Principles of Marketing
- POLITICAL SCIENCE**
 - POLI 2993 Introduction to International Relations
- PSYCHOLOGY**
 - PSYC 1000 General Psychology
 - PSYC 2091 Culture, Drugs and Behavior

www.uno.edu/innsbruck

University of New Orleans • Division of International Education • innsbruck@uno.edu • 504-280-7116

Program Cost & Financial Assistance

Program Cost for UNO degree seeking students:

\$5,695.00 (incl. tuition & fees, housing, breakfast & lunch on class days, insurance and more)

Global Ambassador Awards

The Global Ambassador Awards for the UNO-Innsbruck International Summer School are funded in part by the Division of International Education and in part by donations from program sponsors, supporters, and alumni. Ambassadors on the UNO-Innsbruck program are considered representatives of UNO and the U.S. abroad. They represent the program in Innsbruck at special events, meet local and international dignitaries, participate in community projects, and take part in the Buddy Program. Overall, the Global Ambassador program provides UNO students with meaningful leadership experience abroad and deeper insights into the local culture and people.

- ▶ Diversity Abroad Award (sponsored by William Carl and Catherine C. Wagner Award): \$5,000
- ▶ Gordon H. "Nick" Mueller Award: \$4,000
- ▶ John E. Altazan Award: \$3,000
- ▶ The Mayor of Innsbruck Award: \$3,000
- ▶ Other Global Ambassador Awards: \$500 - \$2,500
- ▶ For UNO Ambassadors Only: Timothy P. Ryan and Louise C. Schreiber Award: \$5,695

Additional Funding Sources

- ▶ UNO Student Government Association (SGA) Study Abroad Awards
- ▶ Departmental Awards
- ▶ UNO Ambassadors Scholarships
- ▶ Federal Financial Aid
- ▶ VA Benefits for Study Abroad
- ▶ And more...

Students may apply for more than one award. For a complete list of other funding resources and more information about the above awards, see www.uno.edu/studyabroad/scholarships. Crowdfunding may be another option to raise additional funds.



Holocaust survivor Karl Pfeifer spoke to our students on his life as an Austrian Jew and journalist. His talk was part of an afternoon lecture series on topics of local and current interests.



A program highlight is to reach the top of the Nordkette mountain with the cable car. No climbing necessary!



Students take a selfie with US Ambassador to Austria Victoria Reggie Kennedy after a lecture and Q&A. The US Ambassador often visits our program for the Opening Ceremony and other special events.

FINANCIAL AID APPLIES!

"One of the best investments of your life!"
Norman Robles, University of New Orleans

"I thoroughly enjoyed my class because I found it incredibly interesting to learn history where it took place."
Trevor Porter, University of Mississippi

"Being a Global Ambassador helped contribute to my leadership skills, because I learned how I can use my voice to express myself."
Zen Castro, University of New Orleans

"My summer in Innsbruck in one word? Breathtaking!"
Jajuan Johnson, University of New Orleans



One of the community outreach opportunities is to visit a refugee home and entertain the kids with an afternoon of games. Here students learn to count in German from two children in a Ukrainian refugee center in Innsbruck.

Social Engagement and Service Learning

- ▶ Some courses with service learning component
- ▶ Community service/outreach opportunities with local organizations
- ▶ Enrichment lectures to deepen intercultural learning
- ▶ Immersion opportunities with locals, such as the "Buddy Program" and host families
- ▶ Volunteer hours will be marked on UNO transcript and service credit may be available.

My favorite experience was when we went to play with the children. I realized how so little can make a big difference."
Andrea Estrada, University of New Orleans



THE UNIVERSITY of
NEW ORLEANS

INNSBRUCK INTERNATIONAL
SUMMER SCHOOL

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The many field trips on this program allow students to learn more about Innsbruck and its surroundings. Here students visit Neuschwanstein Castle in nearby Bavaria in Germany.

Appendix 9: "Doshisha Flyer" (2022, though program suspended)



UNO-JAPAN

Study at Doshisha University

Study Abroad in Kyoto, Japan

May 28 - July 2, 2022

Plus online intro session May 18-27, 2022

<http://www.uno.edu/studyabroad/japan>



Join us next summer on this fascinating journey of excitement and discovery in Kyoto, Japan.



Kyoto is the perfect backdrop for everyone to learn about Japan and/or the Japanese language on the campus of the esteemed Doshisha University.

Prior knowledge of Japanese language is not required.

Students enroll in two courses which emphasize exploration of Japan. These university-level credits are transferable to other US institutions.



The signature *Tomodachi Program* - which partners participants with local Doshisha University students - allows for deeper social, cultural, and educational experiences for everyone!

UNO-Japan is for any college student who is interested in Japan!



Join other students in the adventure of a lifetime!

www.facebook.com/UNOJapan.Doshisha

@unojapan

"This program gave me an even greater appreciation of all aspects of Japanese culture."

-2012 participant



THE UNIVERSITY of
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DIVISION OF
INTERNATIONAL EDUCATION



UNO-Japan: Study at Doshisha University

Program price \$5,195 for UNO students (\$5,695 for guest students) includes:

- ⊗ Application fee
- ⊗ Tuition
- ⊗ Housing
- ⊗ Breakfast everyday
- ⊗ Lunch on campus during class days
- ⊗ Study abroad health insurance
- ⊗ Guided city tour
- ⊗ Some class and program excursions
- ⊗ Opening and closing receptions
- ⊗ Weekly cultural activities
- ⊗ Participation in the *Tomodachi* Program
- ⊗ Full-time personnel on site
- ⊗ 30-day bus pass for Kyoto
- ⊗ And more!!!

Participants will have two housing options to select from: the Doshisha University Student Dormitory, “Keishiryō,” or Kyoto Uraraka Guest House. Both locations will give students a single room. The guesthouse will come at an additional \$400.00. Please review all the housing details and information on our website.

All fees and services included may be subject to change. Such costs as airfare, passport fees, textbooks, classroom materials, personal travel, or items/activities of a personal nature are not included in the program.

Email us at UNOJapan@uno.edu and “like” us on Facebook to get our updates!

2022 Courses

- ⊗ Deciphering Manga & Anime (HUMS 2090)
 - ⊗ Intermediate Japanese I (JAPN 2001)
- ⊗ Nonfiction Travel Writing & Reading Travel Literature (ENG 2090/4391)
 - ⊗ Godzilla and the World: History of Post War Japan (HIST 3992)
- ⊗ Japanese and Western Video Games: A Comparative Study of Storytelling Form (HUMS 2090)

Each student enrolls in two classes for a total of six credit hours.

Financial aid applies!!

For More Information:

(504) 280-1218 📧 UNOJapan@uno.edu 🌐 <http://www.uno.edu/studyabroad/japan>

Appendix 5: “Draft Faculty Senate Resolution making Permanent the IEAC” (September 2023) UNO Faculty Senate 2023

Draft Resolution: Making Permanent the International Education Advisory Committee (IEAC)

Acknowledging the important role attributed to international education in the UNO Mission Statement and related strategy documents;

Noting that the UNO Faculty Senate in Fall 2022 passed a resolution calling for the creation of the body now known as the International Education Advisory Committee (IEAC);

Observing that the UNO Faculty Senate thus has, in the past five years, twice convened *ad hoc* committees to provide input to the administration regarding urgent issues facing international education;

Noting that in his meetings with the IEAC UNO Provost Darrell Kruger has affirmed the role of faculty and shared governance in shaping UNO’s international education initiatives and has requested a Three-Year Strategic Plan of this body;

Noting that the IEAC has completed this Strategic Plan and submitted it to the administration and the Faculty Senate in September 2023;

Calls for the UNO Faculty Senate to make permanent the International Education Advisory Committee (IEAC).

The permanent IEAC shall:

be a Faculty Senate body, meeting regularly to help shape and support the University’s overall international goals and strategies,

shall advise the University administration and DoIE with regard to the specific operation of the Division of International Education, its programs and facilities;

shall be comprised of at least four Faculty Senate members, nominated or self-nominated from within the Senate membership and appointed by the Senate Executive Committee. These four Member-Senators shall choose an IEAC Chair, with the Faculty Senate President voting to resolve any split vote;

The IEAC’s Ex Officio members should include:

- **The Director of International Education**
- **A member appointed by the Student Government Association;**
- **A member appointed by the Staff Council;**
- **A member appointed by the UNO Alumni Association;**

At its first session, the permanent IEAC shall develop a specific charge for this committee, with the understanding that it be submitted and approved by the full Senate. Any revision to UNO Faculty Senate by-laws occasioned by this new committee shall be submitted for approval to the Senate in the same academic year, though this committee shall begin its work on an interim basis immediately.