

**Achieving New Heights:
Working Together to Internationalize Appalachian**

**Office of International Education and Development
2006/2007 Annual Report**



Submitted to:

Division of Academic Affairs

**Appalachian State University
Boone, North Carolina 28608-2083**

Submitted by:

Office of International Education and Development

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June 2007

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I. INTRODUCTION

The Office of International Education and Development (OIED) is pleased to submit its annual report for the 2006/07 academic year. This was a busy but productive academic year under the leadership of Dr. Jesse Lutabingwa, the new Associate Vice Chancellor for International Education and Development. Dr. Lutabingwa assumed this position in July 2006 after the retirement of Dr. Marvin Williamsen who laid a firm international education foundation at Appalachian during his tenure in the office. The dedicated OIED staff continues to work hard in accomplishing their work, as well as meeting high expectations set by their new leader.

Undergirding this report is OIED's vision that all graduating students at Appalachian State will have the opportunity to develop their global competencies during their academic careers at the university. This is the vision that has guided our work during the 2006/07 academic year and will continue to guide OIED's work in the coming years. The report outlines major accomplishments, points out major challenges/opportunities, and discusses some new and unique initiatives.

II. MAJOR ACCOMPLISHMENTS

A. Developing Students' Global Competencies

- During the 2006/07 academic year, a total of 590 students studied abroad. This represents 4% of the total student population at Appalachian. While these numbers are below the national average of 8% (2004/05),¹ Appalachian is making steady progress in increasing education abroad numbers. According to the Institute of International Education's (IIE) *2006 Open Doors Report*, Appalachian ranks 9th in the nation among the comprehensive master's institutions for the number of undergraduate students participating in education abroad experiences.
- During the reporting period, 452 students studied abroad for short-term through the Appalachian Overseas Education Program. This represents 77% of all Appalachian students who studied abroad during the reporting period. Appalachian data is well above the national statistics in this category. According IIE's *2006 Open Doors Report*, 51% of all students who studied abroad during the 2004/05 academic year chose short-term

¹ Institute of International Education, 2007, *2006 Open Doors Report on International Educational Exchange*, New York, New York: IIE and Institute of International Education, 2007, *Meeting America's Global Education Challenge: Current Trends in U.S. Study Abroad and The Impact of Strategic Diversity Initiative*, IIE Study Abroad White Paper Series, Issue Number 1.

programs compared to 42% who selected mid-term programs and 6% who selected long-term programs. The majority of Appalachian students (49%) studied in Europe while Latin America and the Caribbean attracted 34% of the students. Very few Appalachian students studied in Asia (7%), Oceania (6%), Africa (4%), and the Middle East (0%). The short-term study abroad students generated the highest program revenue ever of \$1.25 million (\$1.01 million in 2005/06) and tuition revenue of \$214,757 (\$183,462 in 2005/06).

- During the 2006/07 academic year, a total of 138 students studied abroad for a semester or a year. This represents 23% of all Appalachian students who studied abroad during the reporting period. Our semester and year-long numbers slightly declined from the 2005/2006 academic year where 140 students studied abroad in this category. The majority of students (57%) studied in Europe. Latin America and the Caribbean attracted 18% of the students while 14.5% of the students studied in the Oceania. Very few students studied in Asia (8%), Africa (2%), and the Middle East (0.5%). What is happening at Appalachian in terms of education abroad destinations mirrors the national trend. *IIE 2006 Open Doors Report* indicates that during the 2004/05 academic year, 60% of education abroad students studied in Europe.
- OIED staff conducted 27 study abroad information sessions during the reporting period where 299 students attended. Additionally, more than 339 students were advised one-on-one by the OIED staff about the study abroad opportunities. OIED staff also made 27 presentations to 40 classes focused on study abroad opportunities available to Appalachian students.
- OIED feels strongly about the importance of strengthening the pre-departure orientation for study abroad students. To this end, a one-hour pre-departure orientation course has been developed by Ms. Nancy Wells and Ms. Jeanne d’Arc Gomis and will start to be offered to students in the fall of 2007.
- During the reporting period, OIED in collaboration with the Office of Student Research and Research & Graduate Studies initiated a new International Student Research Scholarship Program. This program provided five \$2,500 scholarships for students’ travel abroad to conduct research. OIED contributed \$2,500 to this joint effort.
- With the approval of the Provost, OIED established a new scholarship fund to support Appalachian students who wish to study abroad. The money in this fund comes from various funded projects awarded to OIED. Currently, the account for this fund has over

\$10,000. The OIED staff is in the process of developing criteria and procedures that will guide scholarship awards from this fund.

- OIED views early student advisement about study abroad opportunities as one of the key strategies for increasing the number of students studying abroad. As a result, OIED has developed a close working relationship with the Academic Advising Center to expose academic advisors to study abroad issues and experiences. OIED provided \$1,750 in registration fees for seven academic advisors to attend a “Study Abroad 101” session at the NAFSA: Association of International Educators, Region VII Annual Conference in Charlotte in November 2006. Additionally, OIED is working with the Academic Advising Center to send several academic advisors on international exchanges so that they can be exposed to what Appalachian students experience when they are studying abroad. These staff exchanges will commence in the Fall of 2007 with financial support from OIED. It is expected that after participating in the exchanges, academic advisors will be better prepared to advise students early about study abroad opportunities.
- OIED initiated a special effort to increase the number of minority students who are taking advantage of study abroad opportunities. OIED and the Office of Student Development started working together to identify, encourage, and mentor minority students to participate in education abroad programs.
- OIED staff supervised two graduate and two undergraduate students who interned in our office. The graduate students were interested in learning about international education and development work and want to pursue careers in this field.
- During the reporting period, OIED started worked on diversifying education abroad sites available to Appalachian students by developing new sites in Uganda, South Africa, Senegal, and India. As the data above indicate, Europe has been the primary destination for many education abroad students at Appalachian. Our goal is to open doors for students to experience other parts of the world and to show the students that the world is larger than Western Europe. One faculty member and a staff person will travel with students to Uganda in June-August 2007. This is the first time Appalachian has offered a program in Uganda. During the reporting period, Appalachian representatives visited South Africa, Côte d’Ivoire, Senegal and India with a view of developing new program sites in those countries. It is anticipated that during the summer of 2008, faculty members will travel with students to South Africa, Côte d’Ivoire, and India. All of these will be new sites for Appalachian.

- OIED, through the International Education Council, initiated a discussion on how to infuse global issues into the curriculum to assist students who might not study abroad to expand their global understanding. Additionally, discussions have started on how to develop global learning outcomes and how to assess those outcomes. As part of increasing the academic rigor of the short-term study abroad programs, Appalachian joined the Forum on Education Abroad to benefit from the work of the Forum in this area. The Forum is a professional organization that advocates for high quality education abroad programs by establishing standards of good practice, improving study abroad curricula, and promoting data collection and outcome assessment. One faculty member and one OIED staff person attended the Forum's Annual Conference in Houston in April 2007.

B. Developing Faculty's Global Competencies

- During the reporting period, OIED supported 15 faculty members to travel abroad under the Matching Grant Program. The OIED support amounted to a total of \$27,949. The deans' offices and department chairs also contributed financially to this effort. During the reporting period, OIED developed new guidelines designed to make faculty accountable by requiring them to demonstrate how their experience abroad is brought back into the classrooms and/or how it contributed to their scholarship. These same guideline also apply to OIED's International Faculty Exchange Program.
- Three faculty members participated in year-long exchanges in Spain, France, and Madagascar under OIED's International Faculty Exchange Program. These faculty members continued to receive full salary and benefits from Appalachian while they were abroad. OIED provided backfill money to the departments of the faculty participating in the exchanges and paid for travel to and from the exchange countries. Appalachian supported the three exchanges with a total of \$265,699 in salaries, backfill money, and international travel costs. The departments represented by exchange faculty include: Interdisciplinary Studies, Management, and Foreign Languages and Literature. Additionally, six faculty members were awarded international exchange grants for the 2007/08 academic years. Faculty members receiving these awards come from the following departments: Communication; Health, Leisure and Exercise Sciences; Sociology and Social Work; Curriculum and Instruction; and English. In order to increase the involvement of more faculty members, in the coming years OIED will focus more on semester-long faculty exchanges.

- OIED, in collaboration with the Hubbard Center and a facilitator from the Council for International Exchange of Scholars (CIES) in Washington, DC, conducted a Fulbright workshop in which about 50 faculty members attended. The Associate Vice Chancellor for International Education and Development established a campus-wide Fulbright Committee with representatives from each college/school. The purpose of this committee is to promote Fulbright opportunities to faculty and to assist them in navigating the application process. The two co-chairs of this committee were supported financially to attend the CIES seminar for Fulbright Campus Coordinators in Washington, DC in September 2006. As a result of our efforts, the number of Fulbright applications from Appalachian and awards to faculty increased significantly. During the reporting period, four Appalachian faculty/staff were awarded Fellowships under different Fulbright programs. This is a respectable increase compared to the previous years: One faculty in 2005/06, one faculty in 2004/05, and two faculty members in 2003/04.
- Twenty two (22) faculty members were supported to attend conferences in the U.S. focused on international education. This support amounted to \$18,257 during the reporting period. The purpose of supporting faculty and staff to attend these conferences was to expose them to new thinking and new ideas in the international education field. After their participation in these conferences, faculty members returned to campus excited and with new ideas. These faculty members have initiated discussions on campus on such issues as development of global learning outcomes and assessment of students' global competencies, outcome assessment of study abroad, development of standards for study abroad programs, language and culture across the curriculum, and development of joint or dual degree programs.
- OIED started a new initiative to provide opportunities for faculty members who have never led study abroad programs to learn from their seasoned peers by traveling together on a program or by providing financial support for new faculty members to visit their study abroad sites prior to traveling there with students. During the 2006/07 academic year, OIED provided \$4,891 to two faculty members under this initiative. As a result of this initiative, Dr. Judy Kaplan (Social Work) traveled with students to Costa Rica during the summer of 2007 and Dr. Martial Frindethie (Foreign Languages and Literature) will take a group of students to Côte d'Ivoire during the summer of 2008. We hope to expand this program in the coming years.
- Two faculty members interned with OIED. The faculty internship program, where OIED buyout a quarter time of the faculty, is designed to expose faculty members to the work of OIED. The faculty interns work on specific projects/assignments agreed upon jointly

between the Associate Vice Chancellor for International Education and Development and the faculty member. Dr. Alan Arnholt (Mathematics Department) worked on expanding study abroad opportunity for graduate students in Mexico while Dr. Bruce Dick (English Department) assisted in strengthening various elements of Appalachian's partnership with the University of Angers in France. The buyout for faculty interns for the 2006/07 academic year amounted to \$9,108.

- During the reporting period, OIED developed and standardized guidelines and application forms for various funding opportunities to support faculty/staff internationalization efforts, especially travel abroad. These guidelines and forms have now been placed on OIED's redesigned web page. As a result of this effort, there has been an increase in the number of new faculty members who are applying for the available funding opportunities from OIED.
- The Associate Vice Chancellor for International Education and Development established two new country committees: Germany and India. These committees are designed to broaden the faculty's participation in designing comprehensive programs in countries where Appalachian has had long-term partnerships or where new initiatives are being developed. The Angers Committee that has existed for quite some time was given responsibilities to further expand Appalachian's engagement with the University of Angers. New country or regional committees involving faculty members will be established in the Fall of 2007. These will include China, Spain, Mexico, Middle East, East and Southern Africa, and Central and West Africa. Additionally, an International Science Committee will be established to facilitate increased involvement of natural sciences faculty and students in international education experiences.

C. Welcoming International Students and Hosting International Scholars/Visitors

- Eighty three (83) international students were enrolled at Appalachian during the reporting period (34 undergraduate degree-seeking students, 14 graduate degree-seeking students, and 35 exchange students). Seven international students participated in the optional practical training (OPT) after completing their studies at Appalachian. There were 60 new international students during the 2006/07 academic year (22 undergraduate degree-seeking students, 9 graduate degree-seeking students, and 29 exchange students) representing 38 countries. This was the largest number ever of new international students at Appalachian. These students enhanced the cross-cultural experiences of American students on campus and enriched discussions in the classrooms. The students also participated in the K-12 International Outreach Program where they made more than 20

presentations at local K-12 schools. Based on NAFSA: Association of International Educators' estimates, Appalachian international students and their families contributed approximately \$1.73 million to the local economy in Boone/Watauga County.

- OIED recommended and the Provost approved the purchase of the *fsa*ATLAS software to meet the needs of ever-changing immigration rules and regulations under the Student and Exchange Visitor Information System (SEVIS) reporting requirements mandated by the Department of Homeland Security. The *fsa*ATLAS software will help Appalachian to comply with the newest SEVIS changes and better support international students and scholars. The software provides a number of key functions for OIED, including: comprehensive case management tracking, dynamic reporting capabilities on all fields in the system, elimination of non-SEVIS form manual entry, and management and organization of student and scholar changes in one historical database. The *fsa*ATLAS software is a \$54,760 investment for Appalachian.
- OIED organized a four-day field trip to Washington, DC for 10 international students and visiting scholars during the 2006 fall break. This trip was designed to enrich the experience of international students on our campus and to facilitate their visit to our nation's capital.
- Appalachian continued to maintain its robust international visiting scholar program. During the 2006/07 academic year, 10 international exchange scholars were hosted at Appalachian. These scholars came from China, Denmark, France, Japan, New Zealand, Nigeria, Poland, Romania, Spain, Thailand, and Uganda. Appalachian provided accommodation, ground transportation, and stipends to international scholars amounting to a total of \$56,792. These scholars taught classes and made presentations to various segments of the campus community, thus enriching the experience of our students and the campus community at large.
- OIED processed 24 extensions and new filling of H-1B visa petitions for new international faculty hires during the 2006/07 academic year. This represents a significant growth in the number of H-1B visa petitions filed by Appalachian since 2003: 14 H-1B petitions in 2005/06, nine H-1B petitions in 2004/05, and two H-1B petitions in 2003/04. This growth reflects Appalachian's new policy and interest to hire international faculty that started in 2003. This is also a recognition that international faculty bring a unique experience to our campus and classrooms. OIED has maintained a 100% success/approval rate in the petitions that are filed. Since 2003, more than 75 H-1B visa petitions have been successfully filed.

- Appalachian has successfully transitioned into the new Department of Homeland Security's electronic-based application process for petitioning permanent residency for international tenure-track faculty, commonly known as PERM. Twelve (12) Appalachian faculty members thus far have been petitioned through PERM: two have gained permanent residency status and 10 await final adjudication. OIED expects to file 20 PERM petitions during the 2007/08 academic year.
- During the reporting period, OIED hosted 25 international visitors, many of whom came from Appalachian's partners abroad. The duration of stay at Appalachian for these visitors ranged from one day to five days.

D. International Outreach

- Appalachian continues to facilitate the internationalization process of K-12 schools in our area. Reaching over 700 K-12 students, 45 international students at Appalachian conducted 20 presentations to six area schools.
- OIED's K-12 International Outreach Program conducted an International Festival in Wilkesboro on November 3, 2007 for The Year of Languages, an initiative of the American Council on Teaching of Foreign Languages (ACTFL). Ten K-12 schools in Wilkes County and 1,500 students participated in the Festival. Ten international students from Appalachian made presentations about their countries at the Festival.
- OIED collaborated with the College of Education to implement the Longview Grant. OIED recruited 40 international students to serve as cross-cultural partners with the North Carolina Teaching Fellows at Appalachian. Additionally, OIED recruited six international students, faculty, and staff to make presentations on various international/cross-cultural issues to the Appalachian students participating in the Longview Project. In 2006, the Reich College of Education in collaboration with OIED received a \$20,000 one-year grant from the Longview Foundation to pilot an experience of connecting pre-service teachers (North Carolina Teaching Fellows) with international students on campus. Through this project, pre-service teachers and international students resided in the Living-Learning Center to create their own community of sharing. Students worked jointly on project activities designed to assist them in sharing with each other, while developing an understanding and sensitivity to other cultures, people, languages, and global perspectives.

- In recognition of the important role played by International Appalachian (INTAPP), a student organization that promotes Appalachian's internationalization efforts, OIED provided an office space to the organization and supplemented its budget with \$500. OIED provided \$420 registration fee to enable seven INTAPP members to attend the NAFSA: Association of International Educators, Region VII Annual Conference in Charlotte in November 2006 where they made a presentation about their organization and its work on campus. OIED also provided \$736 for the INTAPP president to attend the NAFSA's National Annual Conference in Minneapolis in May/June 2007.
- OIED, in collaboration with the Multicultural Center, conducted eight Coffee Hours during the 2006/07 academic year. The Coffee Hour provided an avenue for 11 international students, visiting international scholars, and returning study abroad students to make presentations about their home countries or countries they had studied in while abroad, and share their experiences with a wider campus community. More than 150 individuals attended the Coffee Hour.
- OIED hosted a Faculty Forum where Appalachian faculty who have participated in various international exchange programs made presentations about their experiences abroad and international visiting scholars made presentations about their countries and their experiences at Appalachian. Approximately 20 faculty/staff members attended the Faculty Forum. OIED's goal is to institutionalize the Forum. As such, all faculty members who receive any international travel funding are required to make presentations at the Faculty Forum as part of their agreement.
- OIED collaborated with several units to support internationally focused activities on the Appalachian campus. These activities included but were not limited to the following: workshop on peace building and conflict resolution by Prof. Johan Galtung from Sweden, a winner of the Right Livelihood Award, the so-called alternative Nobel Prize; interdisciplinary conference on world trade, history and economics; the Onllwyn Choir from Wales; and Diversity Celebration Week. OIED provided a total of \$5,278 to support these activities.

E. University Service and Service to the Profession

- **University Service:** The OIED staff continues to devote their talents, time and energy to provide service to a wider university community by serving on campus-wide committees and task forces. Cumulatively, the OIED staff served on more than 15 campus-wide committees and task forces during the 2006/07 academic year. These included, but were

not limited to: International Education Council, Diversity Celebration Planning Committee, Language and Culture Community Planning Committee, University Staff Council, T/ESL Task Force, Pandemic Planning Committee, Student Fulbright Program Interview Committee, Chancellor's Task Force on Diversity, and Strategic Planning Commission.

- **Service to the International Education and Development Profession:** During the reporting period, the OIED staff served the wider international education and development profession by contributing their talents, time, and energy to leadership positions in professional organizations (e.g., Ms. Nancy Wells serves as chair of the NAFSA Region VII and serves on the UNCEP Board); making presentations at professional conferences (e.g., Ms. Ruth Cook presented at the NAFSA Region VII Annual Conference in Charlotte in November 2006, Ms. Meg Marck-Kennedy presented at the Service Learning Workshop in October 2006, and Dr. Jesse Lutabingwa presented at the NAFSA Annual National Conference in Minneapolis in June 2007); serving on review panels for international projects or student scholarships (e.g., Ms. Nancy Wells served on the Gilman Scholarship Selection Committee and Dr. Jesse Lutabingwa on international project review panels for the U.S. Department of Education and the Higher Education for Development organization); and advising and mentoring new and/or young members to the profession.

F. Recognition and Special Awards

- Ms. Nancy Wells, Director of International Student Exchange and Study Abroad, was selected by the People to People Citizen Ambassador Programs to participate in the international education professional delegation to China on June 10 – 22, 2007. At the end of her People to People official visit, Ms. Wells will visit Appalachian's partners at Fudan University and Suzhou University.
- Ms. Nancy Wells was awarded the 2007 Martha Fitch Trigonis Individual Award for Excellence in Service and Leadership in International Education. This award was presented to her by the North Carolina Association of International Educators in March 2007.
- Seven INTAPP members were awarded travel grants from NAFSA Region VII to attend and present at the Annual Conference in Charlotte, November 2006. INTAPP's presentation at the conference was one of the two sessions to be recognized as "Best of

Region VII” and was recommended for presentation at NAFSA’s National Annual Conference in Minneapolis.

- INTAPP applied for and received a \$700 grant from the Parents Association to create a video to promote study abroad at Appalachian. OIED supplemented this award with another \$500 to meet INTAPP’s budget of \$1,200 for this project.
- Mr. Robert White, OIED’s Executive Director and Director of International Student and Scholar Services, applied for and received a Fulbright International Administrators Program award. Mr. White will participate in a two-week seminar in October 2007 designed to introduce participants to the society, culture, and higher education systems in Germany. This will be achieved through campus visits, meetings with foreign colleagues and government officials, attendance at cultural events and briefings on the educational system in Germany. The award will cover all of the costs associated with the travel to Germany.
- Ms. Jeanne d’Arc Gomis’ (Study Abroad Advisor) application was selected and she has been invited to participate in the 2007 Baden-Württemberg Seminar sponsored by the Ministry of Science, Research and the Arts Baden-Württemberg, Germany. The American Association of Collegiate Registrars and Admissions Office (AACRAO) and NAFSA participate in this program. Ms. Gomis is one of 18 individuals who will participate in Baden-Württemberg Seminar in Stuttgart, Germany on October 14 – 20, 2007.

G. OIED Organizational Development

- **Personnel Changes:** During the reporting period, Dr. Jesse Lutabingwa assumed the position of Associate Vice Chancellor for International Education and Development. He immediately initiated several new changes within the office (these are discussed below). Dr. Lutabingwa appointed Mr. Robert White as Executive Director for the office. In this capacity, Mr. White serves as Dr. Lutabingwa’s deputy. Following the resignation of both Ms. Myra Hayler and Ms. Ruth Cook, reclassification of their positions created a new position resulting in the hiring of Ms. Marty McCormick as the Administrative Assistant to the Associate Vice Chancellor and Office Manager. A new position of Coordinator for Appalachian Overseas Educational Programs was approved and Ms. Nathalie Turner has been hired in this position. Ms. Turner reports directly to Ms. Meg Marck-Kennedy. Another new position of Director of International Outreach was also approved and search for the Director is currently in progress.

- **Office Name Change:** During the reporting period, the name of the office changed from Office of International Programs to *Office of International Education and Development*. The new name better reflects what the office is all about—to facilitate international education at Appalachian in an integrated manner. *International education* is also a much broader concept and reflects the fact that what our office does, has to do with education—it also reflects our goal of better integrating the various international programs into the curriculum. The *international development* element reflects the new direction that OIED has started to pursue, especially in meeting Appalachian’s research and service mission.
- **New Organizational Structure:** With a name change, the structure of the office has also been modified. Two new units have been created: International Research & Development and International Outreach (OIED’s organizational chart is in the Appendix). The International Research and Development unit is responsible for facilitating international collaborative research and development activities by providing technical support and assistance to faculty and staff. It seeks and locates sources of funds to enable faculty, staff, and students to become involved in international collaborative research and development activities. This unit also is responsible for developing and/or coordinating the development of international project proposals in collaboration with faculty and staff. Additionally, the unit, together with faculty, is responsible for managing and/or overseeing international projects implemented by Appalachian. The Associate Vice Chancellor for International Education and Development serves as director of this unit.

The International Outreach unit is responsible for coordinating the K-12 international outreach programs. In the previous structure, a part-time staff person was dedicated to this effort. A director position has now been established for this unit and a search to fill the position is already underway. In addition to the K-12 international programs, this unit will also be responsible for providing opportunities for the local community to host and interact with international visitors through the U.S. Department of State’s International Visitor Leadership Program. The International Visitor Leadership Program of Appalachian promotes citizen diplomacy by coordinating educational and professional programs for international delegates visiting our area.

- **Staff Development and Performance Appraisal:** Staff development is an important part of staying abreast of best practices and latest research in our professional field, as well as contributing to the field as presenters. Cumulatively, the OIED staff has

participated in 44 conferences and meetings within their respective areas of responsibilities. During the 2006/07, OIED invested a total of \$12,058 in staff development. Through their participation in these conferences and meetings, the staff brought back new ideas to campus on how to improve the work of OIED units.

The Associate Vice Chancellor for International Education and Development introduced a new performance appraisal system for the staff in the office in order to hold each other accountable for achieving agreed upon performance objectives and results. A new performance appraisal form specific to OIED was designed, endorsed by the Provost, and approved by the Office of Human Resources. The process started with a performance appraisal planning and then each staff member developed performance objectives that were discussed and agreed upon by both the staff and the Associate Vice Chancellor for International Education and Development. During the reporting period, the staff also had the opportunity to conduct a semi-annual performance appraisal of the Associate Vice Chancellor for International Education and Development. The annual staff performance appraisal will be conducted in July 2007.

- **Budgeting and Financial Management:** OIED has redesigned its budgeting process, financial management procedures, and financial reporting for decision making. This effort has been led by the Office Manager and Administrative Assistant to the Vice Chancellor for International Education. During the reporting period, unit directors were given budget responsibilities where they were asked to develop their budgets, and were provided funds to manage. This is the first time that OIED directors were asked to assume this responsibility in their current capacity. The directors also participated in the discussion of OIED budget and allocation. The 2006/07 academic year was a learning experience for them. Given time, they will strengthen the budget development and budget management skills necessary to manage their own budgets. The Associate Vice Chancellor for International Education and Development and Office Manager/Administrative Assistant will continue to work with each of the directors individually to assist them in this learning process.
- **New OIED Web Page:** During the reporting period, OIED redesigned its web page to give it a new international look and to make it user-friendly.
- **Visit to Partner Institutions Abroad:** During the reporting period, Appalachian representatives visited partner institutions abroad. The Chancellor, Dean of the Walker College of Business, and Assistant Dean in the Walker College of Business participated in the visit to China where Appalachian and Fudan University celebrated a 10th

Anniversary of their partnership. The Provost and the Associated Vice Chancellor for International Education participated in the visits to France, Germany, and Spain. The Dean of the College of Education and his Associate Dean participated in the visit to Costa Rica. The OIED Executive Director visited Britain. The Director of International Student Exchange and Study Abroad participated in the visits to South Africa and China, while the Study Abroad Advisor visited Senegal.

- **Development of Policies and Procedures:** During the reporting period, OIED started to develop and standardize policies and procedures for various international education and development activities. New policies and procedures have been developed for the following areas: The development and signing of international agreements, the Appalachian Crisis Management Protocols (*Appalachian-CMP*), Short-Term Study Abroad Handbook for Faculty, Short-Term Study Abroad Handbook for Students, International Faculty Exchange Program, International Visiting Scholar Program, and Matching Fund International Travel Program. This is a process that will continue for the 2007/08 academic year.

- **The International Education Council:** Created and functioning is a new 40-member International Education Council comprised of faculty, staff, administrators, and student representatives from across the Appalachian community. The council is conducting most of its work in five committees:
 - Executive Council;
 - Curriculum Internationalization;
 - International Student Recruitment, Retention, and Alumni Services;
 - International Research and Faculty Development; and
 - International and Community Outreach.

The International Student Recruitment, Retention, and Alumni Services Committee completed the development of the International Student Enrollment Management Plan aimed at increasing the number of international students on campus. The plan calls for the creation of a position for an individual who will be dedicated to international student recruitment. This plan was presented to the Provost who has endorsed it in principle and asked the Associate Vice Chancellor for Enrollment Management, Associate Dean for Graduate Studies, and Associate Vice Chancellor for International Education and Development to develop specific strategies to implement the plan.

III. MAJOR CHALLENGES/OPPORTUNITIES

- **Comprehensive Data to Measure Appalachian's Internationalization Efforts:** There is no doubt that Appalachian is investing significant amount of resources in its internationalization efforts. Indeed Appalachian has done very well in this area compared to other institutions of its size. However, there is still no systematic and organized way of collecting comprehensive data to quantitatively and qualitatively measure the internationalization efforts. The data collected by OIED is partial because there are some international efforts on campus that are not captured by OIED data. During the 2006/07 academic year, discussions were initiated with the Provost and the Office of Institutional Research to address this issue. Within OIED, an effort has been made to develop an electronic database that will assist us in collecting various data once. The Studio Abroad and *fsa*ATLAS software programs that OIED will start using during the coming academic year will also help in systematizing the collection of data on students. The collection of comprehensive internationalization data, especially data on faculty/staff efforts and curriculum-related information, will require the participation of various segments of the university and not only OIED. The systematic collection of the internationalization data will enable the Office of Institutional Research to report it in the *Appalachian Fact Book*. It will also enable the university leaders to make internationalization decision based on hard data.
- **Development of Learning Outcomes and Assessment for Education Abroad:** The field of international education is increasingly moving toward outcome-based learning and assessment approaches. Within the higher education sector in the U.S. and around the world, there are increasing calls for greater accountability and more extensive efforts to document student learning outcomes.² The discussions have already started on campus on how to develop global learning outcomes and how to assess the outcomes. These discussions are also feeding into the campus-wide push from the Office of Academic Affairs for each academic unit to develop program and department level learning outcomes and assessment. This will be a challenge for the faculty and OIED as we move toward outcome-based learning and assessment in international education.

In order to provide assistance to faculty in this area and to expose them to the discussions on these issues, OIED sponsored 12 faculty members from across the campus to attend two national conferences and one regional conference focused on global learning

² Mell C. Bolem (ed.), 2007, *A Guide to Outcomes Assessment in Education Abroad*, Forum on Education Abroad.

outcomes and assessment. These 12 faculty members will serve as a resource for other faculty members on campus.

- **Registration of Incoming International Exchange Students:** Appalachian does not currently have a system that enables incoming exchange students to register on their own in courses they select once admitted to the university. The Study Abroad Advisor spends an inordinate amount of time figuring out for each individual exchange student: If preferred courses are offered for the term, if each course is open, and what the pre-requisites are for each course. If a student meets the pre-requisites for each course listed, then the Study Abroad Advisor must contact the appropriate professors individually to request permission to enroll that exchange student. This is a process that is repeated for all exchange students.

Given the difficulties and discipline-specific knowledge needed for registering incoming exchange students, OIED proposes that colleges/departments should be encouraged to follow the example of the College of Business and assign a professor of record to assist incoming exchange students with course registration. The professor of record will serve as a liaison between the Study Abroad Advisor and the students. OIED is willing and ready to provide relevant training to the designated professors of record. We believe that this will have the added benefit of creating “buy-in” from the various colleges and departments.

- **Scholarships for Study Abroad Students:** While Appalachian students are studying abroad in increasing numbers, cost continues to be a challenge for many students who would like to participate in the education abroad experiences. Historically, OIED has had only \$10,000 per year devoted to providing scholarships to support students who wish to participate in long-term study abroad experiences but are unable to afford the cost. During the 2006/07, OIED created a new International Scholarship Fund supported by grant money. We view this to be a short-term measure. In the long-term, there is a need to create an International Endowment Fund to ensure that Appalachian students who want to study abroad but are not able to afford it can access scholarship funds to do so.
- **Scholarships for International Students:** One of the limiting factors for Appalachian’s ability to attract an increasing number of talented degree-seeking international students is lack of scholarships and other forms of financial assistance. Appalachian also has limited out-of-state waivers that can be made available to international students. Given Appalachian’s goal of increasing the number of international students on campus through purposeful recruitment, there is a great need for creating a new scholarship fund and

other financial assistance for international students. In the long-term, there is a need to create an International Endowment Fund to provide financial support to international students. At the graduate level, increasing externally funded research project might also be another avenue that could generate financial resources to support international students.

- **Export Control:** Responding to the Export Control regulations will continue to be a major challenge for the OIED's work. With the leadership of the Office of Research and Graduate Studies, OIED will be one of the players in Appalachian's response to the new federal Export Control requirements. The issues are several and are of particular sensitivity both on campus and for the Appalachian faculty, staff, and students who travel abroad. As a campus community, we are still trying to understand and comprehend the implications of the new Export Control regulations.
- **Payroll Issues for Short-Term International Visitors:** During the 2006/07 academic year, OIED faced four cases of short-term international visitors who came to Appalachian having been promised a payment for their services, delivered their lecture/presentation, and left without being paid. OIED was then approached after the fact by the sponsoring faculty members or departments requesting us to facilitate the processing of payment to the scholars. Despite the regular circulation of a memo authored jointly by OIED and the Controller's Office to the deans and department chairs about the procedure for inviting and paying short-term international visitors, we continue to face the challenge of attempting to pay the international visitors after they have returned to their home countries. It is extraordinarily difficult to gather the necessary information and make payments after the fact. Additionally, the international visitors leave our campus unhappy that Appalachian has not been able to process their payment on time or to make good on the promise to pay. The resolution of this issue will require continued collaboration with the deans and department chairs.
- **Staffing:** In the last three academic years, OIED's work has been growing. We are grateful that the Provost has recognized this growth and provided OIED with the necessary resources, including additional five new staff members either by creating new positions or reclassifying existing positions. The net staff gain in the last three academic years has been three staff persons because during the 2006/07 academic year, OIED lost two staff members. With the new OIED organizational structure, for the time being we seem to have put in place the necessary and appropriate team in each of the four units. However, there is only one Office Manager to support OIED's functions. The Office Manager also serves as Administrative Assistant to the Associate Vice Chancellor for

International Education and Development. In her position as Office Manager, Ms. Marty McCormick, is in the process of implementing departmental procedures and necessary training for all four units to become more self-sufficient in all aspects of administrative processes involved in managing unit budgets and unit accounts. An additional administrative assistant to support OIED's work would be helpful in distributing the imbalance of the workload within the office. This is particularly important as we anticipate that OIED's workload, particularly in the area of funded international projects, will expand in the next few years; thus creating much more accounting and budget work.

IV. NEW AND UNIQUE INITIATIVES

- **Appalachian's Participation in the ACE Lab:** Appalachian is one of six universities across the U.S. that has been selected to participate in the American Council on Education's (ACE) Internationalization Laboratory for 2007/2008. This laboratory aims to engage a limited number of institutions in finding new ways to internationalize their teaching, learning, research, and service functions. The ACE Internationalization Laboratory will assist Appalachian to articulate student learning goals for international learning; assess progress towards its learning and institutional goals; and help the university to make further progress by developing a plan to get Appalachian to the next level of internationalization. Representatives from various segments of the Appalachian community will participate in the leadership team for this initiative. Appalachian is investing more than \$20,000 in this effort. Other universities that have been selected for the 2006-07 ACE Internationalization Laboratory includes: Arcadia University, the College of Charleston, New Mexico State University, Park University, and University of Iowa.
- **The India Initiative:** OIED has embarked on a new initiative to expand Appalachian students and faculty opportunities in India. As part of this initiative, a faculty India Working Group was formed by the Associate Vice Chancellor for International Education and Development. Additionally, the Associate Vice Chancellor for International Education and Development led an Appalachian delegation to India in February 2007. As a result of the visit to India, formal relationships will be established with four colleges, three private firms, and one non-governmental organization. One Indian faculty will be hosted by the Appalachian Department of Sociology and Social Work during the Fall 2007 semester. The Provost will lead another Appalachian delegation to India in February 2008. During this visit, formal memorandum of agreements with Indian colleges and organizations will be signed to facilitate faculty and student mobility, as well as collaborative research and joint development projects.

- **Appalachian Global Village:** During the reporting period, OIED together with the Watauga College, Teaching Fellows Program, Office of Student Development, Campus Housing, and Language and Culture Learning Community participated in the discussions on how to transform the Learning-Living Center by giving it a global focus. These discussions have led to a proposal that has been submitted to the Provost for his consideration to transform the Living-Learning Center into the Appalachian Global Village.

- **Funded International Projects:** During the reporting period, OIED was awarded three new projects with a cumulative value of \$393,872. This represents a respectable 60% success rate based on the five project proposals that were developed and submitted to funding organizations during the reporting period. The funded projects include the following:
 - A 10-day K-12 accreditation study tour in the U.S. for 21 Egyptian educators funded by the U.S. Agency for International Education and Development (USAID) through a contract with the Academy for Educational Development (\$100,090). The study tour, which took place in Atlanta, Georgia in May 2007, exposed the Egyptian educators to best practices in the K-12 schools accreditation process and its benefits.

 - A six-week (July/August 2007) training program in Boone for 15 Pakistani biology teachers funded by the U.S. Department of State through a contract with the International Institute of Graduate School, USDA (\$124,782). Upon completion of the program, the Pakistani teachers will be able to: (1) speak knowledgeably on current issues in biology, particularly regarding natural resources and their applications for teaching; (2) implement current methodology for the teaching of science; (3) prepare science lessons involving ecology, environmental biology, taxonomy and evolutionary systematics, and natural resource management (subfields of biology workshops) using English; (4) locate up-to-date, free-use materials relevant to science teaching on the Internet to address the problem of outdated textbooks; and (5) use computer and instructional resources as appropriate to enhance teaching and learning.

 - A two-year (2007–2009) Business and International Education (BIE) Project, “Bringing Offshore Outsourcing Management to the Carolinas (*BOOM-Carolinas*),” funded by the U.S. Department of Education (\$169,000). The *BOOM-Carolinas* project is Appalachian and Asheville-Bucombe Technical

College's (ABTech) response to the challenges created by offshore outsourcing. The three main objectives of the project are to: (1) enrich the international dimension of the educational experience of undergraduate education at Appalachian in several areas: computer information systems, entrepreneurship, accounting and health care management; (2) enrich the competencies of Appalachian business faculty and ABTech-Small Business Center and Incubator (ABTech-SBCI) staff related to global outsourcing, with specific reference to India; and (3) increase knowledge and understanding of global outsourcing of Western North Carolina/South Carolina regional businesses.

V. CONCLUSION

We are grateful for the tremendous support OIED has received from the Chancellor, Provost, Deans, faculty, staff, and students. Without this support, OIED could not have accomplished all that was achieved during the 2006/07 academic year. The vision of internationalizing Appalachian cannot be achieved by OIED alone. The contribution and efforts of all members of the Appalachian family are necessary to make it a reality. We are optimistic that by working together, we will accomplish what may sometimes seem to be impossible. We have an ambitious internationalization agenda and big dreams of facilitating the development of our students' global competencies. We are certain that the 2007/08 academic year will be an even more productive year than this past year.

APPENDIX:

OFFICE OF INTERNATIONAL EDUCATION AND DEVELOPMENT ORGANIZATIONAL CHART

**APPALACHIAN STATE UNIVERSITY
OFFICE OF INTERNATIONAL EDUCATION AND DEVELOPMENT**

ORGANIZATIONAL CHART

