How it all began ...

Academic units reported problems with service provided by UCIE

- Problems for students
  - ✓ not receiving timely and consistent information
  - ✓ angry and frustrated with their personal interactions

- Problems for academic units
  - ✓ difficulty working with academic units (orientation, CPT/OPT, ...)
  - ✓ making academic decisions (transcripts, scholarships, ...)
  - ✓ poor response time processing admission (I20)

- Lack of recruiting strategy
- General lack of transparency
Wright State Problem Resolution Strategy (1-2 years)

Problem Discovered

- Service unit becomes dysfunctional
- Faculty and students report problems to unit leadership
- Unit leadership is unresponsive
- Faculty reports problem to senior university administrators

Senate Intervenes

- Faculty and staff contact Senate for help
- Faculty Senate investigates
- Senate documents dysfunction

University Acts

- Senior administrator orders an external review
- External reviewers find the same dysfunction as the Senate
- Senior administrator changes leadership in the service unit

Problem Resolved

Senate Scoreboard

1. Facilities and Planning
2. CaTS
3. UCIE
4. ?
External Reviewer Recommendation

• Develop and broadcast a strong message of the leadership’s vision for and commitment to the value of campus internationalization.
• Convene a taskforce for internationalization with broad representation to address immediate needs and lay the groundwork for longer term efforts.
• Revisit, clarify and revise the UCIE organizational structure to align with current best practices.
• Make it a priority for UCIE leaders to continue campus outreach to make stakeholders aware of the necessary changes in UCIE operations and leadership.
• Create and broadly communicate a clear structure and process for MOUs.
• Coordinate all international recruiting and admissions in order to reduce institutional risk.
• Review policies, processes and any documentation for credential evaluation and immigration.
• Benchmark out-of-state tuition for internationals in the Ohio system and Wright State peers and competitors.
• Benchmark the TOEFL/IELTS requirements at all Ohio public four-year institutions.
• Assess and repair acute issues impeding the development of a strategy to move forward while preparing the search process for a new senior international officer (SIO); conduct the search once those acute issues have been addressed.
Proposed Governance Structure

- International Education Advisory Committee
- International Student Services Committee
- International Program Collaboration Committee
- International Recruiting and Outreach Committee
International Education Advisory Committee

The International Education Advisory Committee (IEAC) shall have oversight of all issues affecting international education at Wright State including but not limited to international programs, collaborations, student services, recruiting and admissions. The committee shall have responsibility for the following ...
Subcommittees

**International Student Services Committee**

The committee shall make recommendations to the IEAC regarding policies and procedures related to student services including, but not limited to the following: ...

**International Program Collaboration Committee**

The committee shall have responsibility to make recommendations to the IEAC related to policies and procedures for international collaborations including, but not limited to the following: ...

**International Recruiting and Outreach Committee**

The International Recruiting and Outreach Committee will review and make recommendations to the IEAC related to all aspects of international student recruitment and international student outreach including, but not limited to the following: ...
Why is internationalization important?
US Trends for International Students

Growth Rate

↑ 7.6%
Undergraduate

↑ 9.8%
Graduate

Impact of International Students in Ohio (2015)

- Ohio is ranked 8th in nation in number of international students
- International students 35,761
- Economic impact of international students exceeds $1B
## Changing WSU student demographics

<table>
<thead>
<tr>
<th>New Students</th>
<th>2010</th>
<th>2015</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduates</td>
<td>3672</td>
<td>2781</td>
<td>-24%</td>
</tr>
<tr>
<td>Graduates</td>
<td>1000</td>
<td>1290</td>
<td>29%</td>
</tr>
<tr>
<td>Total</td>
<td>4672</td>
<td>4071</td>
<td>-13%</td>
</tr>
<tr>
<td>International</td>
<td>179</td>
<td>607</td>
<td>239%</td>
</tr>
<tr>
<td>% of Total</td>
<td>4%</td>
<td>15%</td>
<td></td>
</tr>
</tbody>
</table>
WSU International Numbers – We need to act now!
## Sources of Wright State International Students

<table>
<thead>
<tr>
<th>Country</th>
<th>New Students</th>
<th>Continuing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>304</td>
<td>512</td>
<td>816</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>133</td>
<td>352</td>
<td>485</td>
</tr>
<tr>
<td>China</td>
<td>60</td>
<td>83</td>
<td>143</td>
</tr>
<tr>
<td>Kuwait</td>
<td>2</td>
<td>174</td>
<td>176</td>
</tr>
<tr>
<td>Iraq</td>
<td>19</td>
<td>9</td>
<td>28</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>4</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td>Libya</td>
<td>5</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>6</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>Iran</td>
<td>5</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Nigeria</td>
<td>6</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>1</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Vietnam</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>South Korea</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Chile</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>
9% of U.S. student studied abroad

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Student Participation in Study Abroad</th>
<th>Total Domestic WSU enrollment (OBR 14th Fall)</th>
<th>Participation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>293</td>
<td>16118</td>
<td>1.81%</td>
</tr>
<tr>
<td>2012-13</td>
<td>274</td>
<td>16750</td>
<td>1.63%</td>
</tr>
<tr>
<td>2011-12</td>
<td>259</td>
<td>18823</td>
<td>1.37%</td>
</tr>
<tr>
<td>2010-11</td>
<td>222</td>
<td>19164</td>
<td>1.15%</td>
</tr>
<tr>
<td>2009-10</td>
<td>144</td>
<td>18159</td>
<td>0.79%</td>
</tr>
</tbody>
</table>

Need to control international interactions
Graduate School Policy 4.81: A graduate student may be awarded graduate credit by an academic unit based on the successful completion of an examination prepared by that academic unit or portfolio assessed by that academic unit. […] Signatures of the examiner or portfolio assessor and the department chair are required to indicate course equivalency based on completion of the examination or portfolio assessment.
4) Medh Franchisee fee is too high?
Ans: Please explain to the franchisee owner that we do not charge any franchisee fees. The money which we are charging is the processing fee for the joining kit and processing the documents with the WSU as the franchisee gets registered with them as well. When we issue the franchisee association certificate, it is on behalf of WSU and the student certificates which are issued also has the franchisee address on it. Medh's investment to make any franchisee fees is close to 2.5 Lakhs - 3.0 Lakhs, we do not charge the franchisees for this investment. This is exclusively free from our end.
Internationalization requires a comprehensive on-campus game plan
Internationalization Support Structure

Recruiting
- Strategy
- Agents
- Fairs
- Social Media

Admissions
- Application Pipeline
- Communications
- Orientation

Academics
- Advising
- Classroom Etiquette
- Integrity
- Academic Support
- Policies

Campus Environment
- Social Events
- Cultural Events
- Sporting Events

Internships
- On-campus
- Off-campus (CPT)

Career Services
- Employer Recruitment
- Career Fairs
- Optional Practical Training (OPT)

Alumni Relations
- OPT Tracking
- Social Media
A complex admission process requiring significant support service

- Large number of applications
  - Many never are completed
- Complex transcript evaluation
  - 5-10 pages
- Faculty evaluation of application is time consuming
- After admission, time delays for processing I20/visa
- Language barriers impact university – student communication
- Has to be good coordination between UCIE, GS, program and student

<table>
<thead>
<tr>
<th>CECS Fall 2016</th>
<th>Number of Applications</th>
<th>Incomplete</th>
<th>Waiting for decision</th>
<th>Waiting for decision</th>
<th>Decision Made</th>
<th>Accepted</th>
<th>Rejected</th>
<th>I20's processed</th>
<th>I20's held (waiting for additional information)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS</td>
<td>880</td>
<td>259</td>
<td>41</td>
<td>39</td>
<td>541</td>
<td>313</td>
<td>228</td>
<td>181</td>
<td>334</td>
</tr>
<tr>
<td>EE</td>
<td>369</td>
<td>113</td>
<td>24</td>
<td>55</td>
<td>177</td>
<td>129</td>
<td>48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ME</td>
<td>289</td>
<td>123</td>
<td>74</td>
<td>28</td>
<td>64</td>
<td>37</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BIE</td>
<td>117</td>
<td>42</td>
<td>4</td>
<td>14</td>
<td>57</td>
<td>36</td>
<td>21</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
International Student Friendly Policies

Example of potentially devastating impact for international students

• A student who earns grades of B, B, C in the 1st semester is on probation. If they earn B, B, C in the 2nd semester, they are dismissed. Even though the Graduate School policy allows for repeating 2 courses and allows two C’s on the POS if the GPA is 3.0 or greater.

\[
\begin{align*}
\text{B,B,B} & \rightarrow \text{graduate} \\
\text{B,B,C} & \rightarrow \text{probation/graduate} \\
\text{B,B,C} & \rightarrow \text{probation/dismissed} \\
\end{align*}
\]

• This policy is being revised, but it caused concern among international students and their families; and potentially influenced applications from future students.

The graduate school policy 6.35: Probation and Dismissal reported to Senate at its March 23, 2015

Students admitted in regular status who have attempted twelve quarter hours or nine semester hours of graduate credit will automatically be placed in probationary status the term their cumulative graduate grade point average drops below a 3.0. A student in probationary status may remain enrolled only as long as all of the following conditions are met:

1. The student's current semester GPA is 3.0 or higher;
2. The total number of hours the student has earned that would count toward the student's degree program is less than or equal to the total number of hours required for completion of the program plus an additional nine hours;
3. The student undergoes formal advising before registering.

If any of the above conditions is not met, then the student will be immediately dismissed. Students so dismissed cannot petition the decision and can reapply for admission only after having been unenrolled for at least one semester.
Region to hold job fair for international students

Local colleges and universities are teaming up with area employers for the second International Students Career Fair.

The Cincinnati USA Regional Chamber’s Diverse by Design initiative has set a goal to increase the regional talent base by 75,000 people by 2020. Retaining more of the area’s international students is a part of that strategy.

The event runs from noon to 4 p.m., March 9 at Great Hall on the University of Cincinnati campus at 2600 Clifton Ave.

More than 400 students from University of Cincinnati, Cincinnati State, Northern Kentucky University, Miami University, Thomas More College, Xavier University and the University of Dayton are expected to attend, along with local companies and representatives from the Chamber and Greater Cincinnati’s international chambers.

http://www.cincinnati.com/story/money/2016/03/07/region-hold-job-fair-international-students/81432804/

- Over 450 students attended this event, only 8 employers were present
- International students can readily fall prey to unscrupulous consulting firms who
  - hire our students as consultant
  - falsify their resumes by adding years of experience
  - bill at higher rates and collect money from the students
  - student struggle in jobs for which they are not qualified
  - The reputation of our students and university suffer
- The ability to place international students in appropriate jobs is critical to the success of our international strategy
Wright State International Friendship Affair

https://www.wright.edu/international-education/campus-events/annual-center-events#friendship