

Building Mutual Trust and Rapport



Navigating the Intersection of
Administrators and Faculty
in Short-Term Program Planning

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Playing Nicely in the Same Sandbox

- Defining terms key players:
 - Who are “faculty”?
 - Who are “administrators”?
- Why this is hard & why it’s better to talk about it
- It’s not personal

Today

- The Landscape
- Case Study
- Self-Reflection
- Group Discussion
- Survey Results
- Take-aways

304,467 U.S. students
studied abroad for academic credit in 2013/14.

DURATION OF U.S. STUDY ABROAD

62%
short-term

summer or up to eight weeks

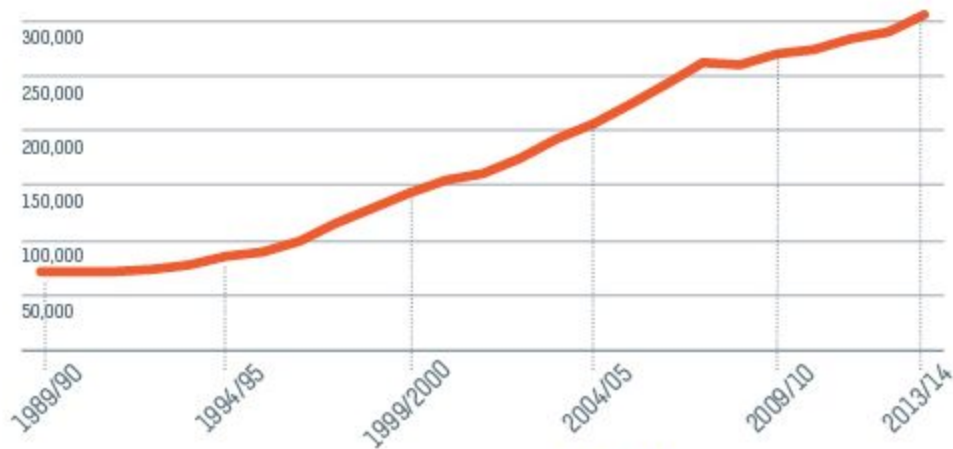
35%
mid-length

one–two quarters / one semester

3%
long-term

academic or calendar year

U.S. STUDY ABROAD STUDENTS 1989/90 – 2013/14



In 2013/14 there was **an increase of 5%** over the prior year in the number of U.S. students studying abroad.

The Landscape

Education Abroad Staff

Relative newcomers

Recent development of standards

Increasing rates of participation

Shared

Commitment to learning, development, preparation and support

Faculty

Longstanding partner

Established disciplines

Stable or declining enrollments

Case Study: Dance Education in Uganda

- Program history, unique qualities of location
- Initially faculty driven, moved towards more accountability, centralization, protocols. Sometimes feels supportive sometimes perceived as restrictive and micro-managing
- Faculty supported more by office staff, handbooks, pre and post course meetings, orientations, marketing and budget
- Strategies for working well together: be an ally, ask questions, respect colleagues, be ok with honest discussions, “we are working towards the same end goal”

Self-Reflection

	Strengths	Limitations
Faculty Leader		
Education Abroad Staff		

Adapted from NAFSA's *Collaborative Approaches to Developing Faculty-Led Programs*

Small-Group Discussion: Case Studies

These topics represent the top four areas that we saw the most frequent intersection and potential for collision and collaboration:

- Program Approval
- Program Budget
- Program Evaluation
- Marketing

Discussion: How would you, or your office handle this situation?

Survey Snapshot

Responses: 60

- 36 Staff, 21 Faculty, 3 Other
- 50% respondents worked in short-term programs <5 years
- 93% serve undergraduates, 55% serve graduate students
- 26% feel strongly supported in short-term planning process

Institutions Represented: 26

- 42.6% have a student population larger than 10,000
- Sending an average of 470 students abroad / year

Primary Roles & Responsibilities

Education Abroad Staff

Program Approval

Budget (44%)

Policy / Procedure

Health & Safety

Program Evaluation

Shared

Budget (43%)

Marketing

Admissions
Advising

Staffing

Orientation

Faculty

Academic / Curricular

Program Schedule

What Do You Wish Your Planning Partner Knew?

- 42% (25 respondents) mentioned **workload**
 - “Not the only program I'm working on,” “One-person office”
 - “Study abroad is not part of my job description - it is volunteer work”
- 22% (13) referred to **timing, deadline, and processes**
 - “Outside influences out of our control,” “Bureaucracy”
- 8% (5) referenced **cost** and budgeting of programs
 - “Budget pressures our office faces”

Spotting Your Own Weaknesses

- 18% (11 respondents) referenced **making assumptions**
 - “Not asking how much they want to be involved”
 - “Making assumptions because of our long time relationship”
- 15% (9) said they **do too much** and are **too accommodating**
 - “Easier if I do it myself”
 - “Need to set a dedicated timeline”
- 12% (7) said they need to work on **communication**
 - “Should do better at keeping them in the loop”
 - “I often have to rely on email almost exclusively”

Areas of Improvement

1: Needs Most Improvement; 11: Needs Least

	Faculty	Staff
Program Approval	6	5
Academics	9	7
Budget	5	6
Marketing	4	5
Admission / Advising	5	6
Program Schedule	7	8
Policies / Procedures	6	5
Health / Safety / Risk	6	6
Staffing	6	7
Pre-departure Orientation	6	6
Program Evaluation	6	5

https://en.wikipedia.org/wiki/Net_Promoter

Share Your Experience

Top 4 areas of intersection:

- Program Approval
- Program Budget
- Program Evaluation
- Marketing

How do you do this well at your own institution? At your tables, compare best practices / what's working on campuses now.

The Take-Away

- Opportunities/challenges of organizational culture
- Importance of partnership, expectations, and communication
- Learn from others
- Acknowledge weaknesses and expertise
- Don't make assumptions
- Be clear and concise about responsibilities / expectations