









Presenter Institutional Profiles

Finding Meaning and Fulfilment in Restructuring the Education Abroad Office

	Enrolment	Institutional Type	Academic Profile	Study Abroad Office structure	Study Abroad Office staff	Annual student mobilities
	Total student population: 3,600 Undergraduate: 3,500 Postgraduate: 100	Private Residential	College of Arts & Sciences College of Engineering School of Management	Centralized	1 Director 1 Associate Director 7 Administrators 3 Student workers 1 Intern	407
	Total student population: 3,450 Undergraduate: 2,270 Postgraduate: 1,180	Private Urban	Liberal arts research university	Centralized	1 Director 1 Associate Director 5 Student workers 1 Grad Assistant	200
	Total student population: 14,602 Undergraduate: 10,647 Postgraduate: 3,955	Public Research-intensive First-year residential	Faculty of Arts & Humanities Faculty of Science Faculty of Social Sciences Faculty of Medicine & Health Sciences	Centralized* *mostly	1 Manager 5.5 Administrators 2 Student workers	746
	Total student population: 28,769 Undergraduate: 18,429 Postgraduate: 10,340	Public Comprehensive Urban Research-based	Full curriculum, large research university	Centralized* *mostly	1 Director 12 Administrators 3 Grad Assistants 7 Interns 1 Clerical Student	1700

Reflections on Lessons Learned

	Organisational Structure	Management styles	Information Transfer	Outcomes (desired)	Outcomes (actual)
	Traditional Historical: Flat/Matrix àCurrent: Hierarchical Situational: Directive & Team-Based/Approach	Historical: Situational/Reactionary à Current: Proactive (continuous improvement approach) à Future (projected): Transformational	Hierarchical Good Communication	Focused mission and roles Open communication Staff: full team (+add staff) & new reporting structure Streamlined Processes (↑): efficiency, consistency, productivity, and quality of programs	Successful New mission & roles, reporting structure (↑responsibilities) Larger office space & ↑staff Staff: stress & uncertainty/ change: resistant in beginning (departure), then transitional (many changes +), ↑productivity/ quality through better communication : documented policy & procedure Unsuccessful/TBD: (OIE name change to GEO and Global Leadership Council (GEAC))
	Traditional Hierarchical Team-based/Approach		Hierarchical Poor communication	Resource/cost neutrality New reporting structure Centralized LEEP services location	Increased responsibilities outside actual remit + reduced support staff Wonderful! Too little and non-consecutive space Staff: Stress, Low morale, Role confusion
	Traditional (British) Hierarchical Directive	Hierarchical Pockets of visionary & transformational	Directive Challenging tone Sparse Lacking	Increased participation Efficiency & consistency Centralized location Staff: increased efficiency, jobs saved during restructure	Increased participation & responsibilities A bit Centralized location* (2yr) Staff: Resistance, Stress, Performance Management, Departures
	Traditional Hierarchical Team-based/Approach	Historical (situational/reactionary) Current (proactive, continuous improvement approach) Future (transformational)	Good flow of information from day 1 → solidification of goals for team, all members working toward same goal.	Increased productivity Alignment with strategic goals Increased participation	Increased productivity through better distribution Successful Increased participation Staff: Uncertainty related to change

