

Facts about the Office of International Affairs (OIA) July 2009 – April 2014

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Executive Summary

The OIA was created and Lehigh's first vice president (VP) for international affairs was appointed in 2009, following two reports and recommendations by faculty committees (2005 and 2007) and the creation of the BOT's Subcommittee for Global Affairs (2005). The charge was: *to provide leadership in areas of program development, coordination, services and communication related to all internationalization efforts at Lehigh.*

All internationalization efforts over the past five year were guided by Lehigh's international portfolio and its four strategic priorities, which were articulated by a faculty committee in 2009. The following are highlights of the past five years, with details to follow.

- The OIA, led by the VP for international affairs, worked collaboratively with the BOT's Subcommittee on Global Affairs, university leadership, the faculty and staff, and alumni and friends to expand the university's portfolio of international networks, programs and activities.
- The OIA enhanced existing international programs such as International Students and Scholars, Study Abroad, faculty-led international programs, Global Union, English as a Second Language, Lehigh/United Nations Partnership and the Global Citizenship Program, and the Iacocca Institute, including Global Village and the Pennsylvania School for Global Entrepreneurship
- The OIA, in collaboration with the faculty, established new partnerships with key universities and corporations abroad for developing international internships for our students and international scholar exchange programs and research collaboration for our faculty.
- The OIA, working with the Alumni and Admissions offices, developed new pipelines for recruiting undergraduate students; developed numerous new opportunities for undergraduate international experiences abroad, including new non-traditional destinations; and made international experiences affordable to larger fraction of Lehigh students (thanks to the added incentive of the Iacocca endowment with matching funds from many alumni).
- The OIA, in collaboration with Advancement, also identified and secured new external sources of funding to enhance Lehigh's international portfolio in order to meet the growing needs of Global Lehigh.

Finally, it should be mentioned that the basic philosophy behind Lehigh's international portfolio, with its four strategic priorities, is holistic in nature. This approach allows for leveraging each of the international activities and programs against each other, which with some creativity and smart work can lead to a new opportunity that in turn leads to another international program that fits into one or more of the above priorities.

Here is one example of an actual case. One of Lehigh's undergraduate students created his own independent undergraduate research experience in the summer 2010 at the Petroleum Institute (PI—Abu Dhabi, UAE), which opened the doors for major collaboration between Lehigh and PI with the following outcomes so far in 2014:

- joint faculty research collaboration in natural gas with potential funding under consideration from a corporation in UAE to support PhD students at Lehigh
- faculty research and exchange visits
- institutional partnerships
- a new pipeline for recruiting qualified sponsored undergraduate students to study at Lehigh
- connecting one of Lehigh's alumni with Lehigh after more than 20 years of absence

The above example demonstrates how we can be strategic and simultaneously be flexible to explore related opportunities as they come by and fit nicely into Lehigh internationalization portfolio. This holistic approach

was used successfully over the past five years during the implementation of the four priorities of the international portfolio.

Proposed Next Steps and Path Forward

Being cognizant of the results and experience gained over the past five years and the current momentum, we suggest it is now time to look ahead and define the future direction for the internationalization of Lehigh. We suggest to continue to work collaboratively with BOT's Subcommittee on Global Affairs and begin to work with the Faculty Standing Committee on Global Affairs by using the five-year anniversary of OIA to take stock and use the lessons learned to define Lehigh's path forward for the next five years. This could be done by looking at the 2009 document *Getting to Global Lehigh* as a benchmark to see where we wanted to be in 2009, then look at where we are in 2014 and finally where we want to be in 2019.

The first step is to convene the new the Faculty Committee on Global Affairs with an agenda yet to be determined. For this meeting we would like to suggest the following.

- Provost Pat Farrell and Vice President Mohamed El-Aasser convene the meeting.
- The 2009 faculty report, *Getting to Global Lehigh*, the Ad Hoc Faculty Committee's final report, and this report entitled, *Facts about the OIA's Five Year Report*, could be part of the pre-reads for this meeting.
- The key will be to initiate a relationship in a positive way and working together to have a dialog on what has worked and what has not worked over the past five years.
- Here is a partial list of suggested topics that could be examined:
 - How do we engage faculty in a meaningful way? What is in it for them? How should the university formally and informally recognize their international efforts?
 - How do we integrate internationalization into the Lehigh fabric?
 - Re-examine current international goals and priorities, modify or create new ones.
 - Prioritize future international activities and programs.
 - Use the current international metrics and common sense to decide which activities are paying dividends and perhaps should be continued and which are not and thus should be modified or eliminated. What quantitative and qualitative measures should we use to assess the impact of the globalization investment at Lehigh?
 - How can we maximize the use of OIA financial resources and continue to secure external funding?
 - How can we leverage the BOT and alumni contacts to create sustainable venues for the expansion of international internships and work and learn experiences for undergraduate students? Launch the BOT's subcommittee's idea of "Regional Lehigh Ambassadors" and provide them with tailored specific tasks to enhance the faculty and Lehigh's interests in a particular region.
 - Develop a series of smaller thematic workshops to engage interested faculty in an open dialog about pertinent internationalization issues of interest and get their input and ideas.
 - In order to expand Lehigh's international footprint and strategic partnerships, explore where we should be and why as an institution versus through individual faculty relationships?

Creation of the Office of International Affairs (OIA) and Developing an International Portfolio and Vision for LU

The Office of International Affairs (OIA) was established in 2009 following the creation of the BOT's Subcommittee on Global Affairs in 2005 and recommendations by two faculty committees in their reports, resulting in the appointment of a vice president in July 2009,

- Roger Nagel (August 2005), and
- Raj Menon (May 2007). [The May 2007 report](#) was developed with a wide consultation of all Lehigh constituencies, and the final recommendations were subsequently shared with the [Lehigh Community on December 5, 2007](#), by President Alice P. Gast and Provost Mohamed S. El-Aasser.

In July 2009, working with a four-member faculty committee, a vision was created for a holistic international portfolio for Lehigh, and the following four strategic priorities were articulated and discussed widely.

1. Establish and sustain international connections
2. Expand international experiences for Lehigh students
3. Make Lehigh a destination for international faculty, students and visitors
4. Internationalize our university

The [OIA website](#) highlights the four priorities, the portfolio, and three OIA updates with more details about the internationalization efforts since 2009, which were share with the campus community.

- Lehigh International Portfolio ([July 2009](#))
- Comprehensive update on the International Portfolio ([February 2012](#))
- Second update on the International Portfolio ([September 2012](#))
- Third update: Return on Investment in Internationalization ([September 2013](#))

From July 2009 through June 2013, the VP for international affairs had a direct reporting line to the president and, at the VP's request, was given a dotted reporting line to the provost. The VP and the president held regularly scheduled monthly meetings, separate from the VP regular meetings with the Provost. On July 2013, the title changed to vice president and associate provost for international affairs was announced; since then regularly scheduled meetings were held jointly. All meetings agendas have been archived.

Creation of an Infrastructure to Support All (Existing and New) International Efforts Both within and outside of Lehigh

The VP for international affairs developed an organizational structure and the appropriate staffing to support the implementation of Lehigh's international portfolio including existing and new efforts.

The following three OIA units specialize in specific functions; collaborate in providing leadership, services, coordination and communication related to all international issues and activities at Lehigh; and provide support to many of the colleges' specific international activities.

- Iacocca Institute
- Study Abroad and International Experiences
- International Services

Over the past five years, new staff was carefully added and existing staff was redeployed in order provide the required staffing for the substantial growth in the internationalization efforts beyond the existing activities in 2009 (in ESL, International Students and Scholars, Study Abroad, and the Iacocca Institute).

The OIA is continuously aligning and leveraging resources (staff and financial) in order to address the increased demands for international programs and activities from all constituencies

Thanks to the staff creativity and hard work, the OIA is now considered “a one-stop shop” and is able to meet almost all the needs related to international activities and programs by the various constituencies including Lehigh faculty, staff, students and alumni, as well as external organizations

Summary of OIA current staff and their functions:

- Vice President for International Affairs:
 - 2 staff: The vice president and associate provost and the executive secretary
- Iacocca Institute
 - 9 staff responsible for the Global Village at Lehigh, Global Village on the Move, and the Pennsylvania school for entrepreneurship
- International Programs and Experiences
 - 9 staff (2 more staff will be added in July 2014) responsible for sending about 600 students abroad every year, including the Iacocca Internships, Global Citizenship Program, the Global Union and Lehigh/UN Partnership.
- International Services
 - 14 staff in international services, including the following:
 - 3 staff—director, assistant director and international manager to help Lehigh faculty with their international connections, which include handling all the arrangements for visiting scholars to Lehigh and delegation visits to and from Lehigh to discuss collaborations in areas of mutual interests, arranging for Lehigh visiting professorships at other universities overseas, providing necessary logistics and help to all short-term undergraduate students studying at Lehigh, as well as creating new opportunities of internships for undergraduate students
 - 4 staff in ESL, who manage English as a Second Language programs with an enrollment of 430 international undergraduate and graduate students in AY 13-14.
 - 4 staff in International Students and Scholars, who handle more than 1,000 international students a year and an increasing number of international visitors, scholars and postdoctoral fellows. They introduced a new SUNAPSIS web application for use or registration of all international students and visiting scholars at Lehigh in order to be in compliance with federal government immigration rules and reporting. The same system allows tracking of international students and visitors beyond their time at Lehigh.
 - 3 staff provide centralized services for entire OIA: a communications specialist, business and financial manager, and systems and data manager

Expanding Lehigh’s International Footprint

Lehigh has developed institutional partnerships with universities in China (6), Indonesia (6), Malaysia (2), Singapore (1), Russia (1), and the United Arab Emirates. These provide platforms for faculty collaborations in areas of mutual interest in research, academic programs, and faculty and student exchanges.

Recent examples of outcomes of these partnerships include:

- Lehigh faculty members are invited to visit for seven to 10 days and give lectures at partner universities; oftentimes all expenses are covered by the host university and an honorarium is provided.

- Visiting professors and scholars come to Lehigh to collaborate in research with their faculty counterparts, usually fully funded.
- Development of joint research programs with potential funding under consideration : PI/GASCO in the UAE, UTP/PETRONAS in Malaysia
- South East University, Shanghai, China, is sending for the fourth year 25 faculty to Lehigh during the summer to learn how to teach engineering course better. This year they have now included courses in the College of Arts and Sciences and the College of Education. Lehigh faculty members are compensated for this summer program by SEU. Discussions of areas of mutual research interest are conducted between the Lehigh and SEU faculty.
- New opportunities for Lehigh undergraduates students have been established, particularly research internships at our partner universities Malaysia, China and Indonesia

These institutional partnerships have been established through the work of Lehigh faculty delegation trips. Each delegation trip is managed by a [Faculty Study Group](#) which determines the agenda for the trip, the universities that are to be visited, and recommendations on who should go on the trip. The final selection of members is completed by the VP and the college deans.

Regular emails are sent to the campus community providing updates on the activities and soliciting input. These emails are maintained and dates can be provided for each delegation.

The only Lehigh faculty delegation that was not handled in this manner was the very first one to Malaysia in 2008. It was from that experience that lessons were learned and the above format of Faculty Study Groups was established.

Criteria for selecting international partners and proposed areas of collaboration were developed on February 15, 2011, by the faculty delegation to China and subsequently discussed by other groups on campus and used as template for future faculty delegations. (see page 21, Appendix II, in the [February 2012 Report to the BOT](#))

Faculty groups are currently exploring possible institutional partnerships in India (January 2014) and Africa (May 2014).

We are also expanding Lehigh's international footprint by enhancing communication with Lehigh alumni abroad (email newsletter, personal visits by faculty and staff, and Lehigh delegation visits) to help spread Lehigh brand internationally. An OIA staff person is in charge of the newsletter; other OIA staff provide logistical support as needed for individual faculty and faculty delegations trips abroad.

Lehigh as a Destination for International Students

The total number of international students on campus is currently more than 1,000 students:

- International undergraduate students increased from 167 in 2009 to 354 in 2013 (111%).
- International graduate students increased from 484 in 2008 to 733 in 2013 (51%).

Since the inception of OIA, there has been a significant increase in the number of students who come to study at Lehigh for a semester or full academic year, which has resulted in significant revenue.

- KFUPM (Saudi Arabia): This is the fifth year of this program. Students are sent to Lehigh for one semester and pay full tuition and housing. Since 2010, a total of 29 students have come to Lehigh. This fall 2014, we are expecting another 15 for a grand total of 44 fully paid students.

- The total tuition paid to the university, that was not part of the university's budget model, for the time period of 2010-2013 was \$602,870.
 - For 2014 it is expected another \$333,900 will be paid to the university.
 - For a grand total of \$936,770 tuition revenue being received by Lehigh University through this one program that was made possible because of OIA.
- Brazil: Because of OIA's efforts and collaborative work with IIE Lehigh has been selected to be the site for fully supported Brazilian students to come for one year. The first year was 2013-2014 and five attended. This program includes graduate students and Lehigh is on the slate to be considered for this program as well.

The number of Fulbright graduate students and scholars coming to Lehigh increased from 5 in 2009 to 29 in 2014.

The Iacocca Institute's Pennsylvania School for Global Entrepreneurship draws 76 high school students from roughly 20 countries for a four-week summer program at Lehigh; annually, about 20 of them apply for admission to Lehigh.

The Iacocca Institute's Global Village (GV) draws more than 100 executives and entrepreneurs from 54 countries for a summer program at Lehigh

Expanding International Experiences for Students and Making Them Affordable

The number of student experiences abroad has increased from 541 in 2008 to 665 in 2013 (23% increase).

During the period of summer 2009 – summer 2014, OIA created 40 new non-traditional destinations overseas (some are in partner universities in Malaysia, Indonesia, China, and Singapore); 356 students experiences (including research, work and learn, service learning) were conducted in these sites.

The number of undergraduate students participating in the Iacocca fully funded international experiences has increased from 14 in 2012 to 41 in 2013 and 71 in 2014. The number of faculty leading cohorts of students on theme-based experiences increased from 1 in 2012 to 8 in 2014 (some faculty use this time to interact with their counterparts regarding research collaboration).

The OIA generated external funds through proposals to foundations to support undergraduate experiences abroad (\$200,000 from Freeman Foundation and anticipating \$100,000 more in 2014; \$190,000 from the Luce Foundation; \$15,000 from IIE and the State Department).

OIA developed two new work-learn summer international programs for undergraduate students with two different corporations: BD in Shanghai, China, and 3M in Shanghai in 2013 and Singapore in 2014. The 3M program involves pairing Lehigh students with students from partner universities ECUST in Shanghai and Nanyang Technology University (NTU) in Singapore.

Metrics

The OIA established a Metrics Committee in 2010 with the charge of developing metrics to assess the progress of Lehigh international activities. Regular reports are presented to the BOT's Subcommittee for Global Affairs by one member of the committee, Dr. Gary Lutz, the vice provost for institutional research. Progress on the development of various components of the OIA metrics can be found page 6 in the [follow-up September 26, 2012 report](#) to the BOT.

The Office of Institutional Research, in collaboration with the OIA, created the first graphical international data dashboard in 2010 and has shared it on an annual basis with the BOT and others.

OIA has been the only major university office that has taken a step forward in the area of metrics. This was the format presented to Lehigh's Strategic Plan Implementation Group (SPIG). The university-wide SPIG subcommittee on metrics gave the following written response back to OIA following its presentation at Lehigh's SPIG's meeting in 2010:

“The SPIG globalization sub-group spent considerable time reviewing the [goals and program priorities](#) articulated by the Office of International Affairs (OIA), as the University strategically established a stem in 2009 dedicated specifically to advancing global-related activities and initiatives. The sub-group believes the four priorities identified by the OIA in 2010 (document detailing the priorities was distributed at the 22 December 2010 SPIG meeting) are important ones and together represent an appropriate framework for articulating metrics to assess our successes.”

The first analysis of the university course offerings to identify the level of globalization being incorporated into the curriculum was completed by OIA in collaboration with the Office of Institutional Research and provided to all 31 department chairs and four college deans, who signed off on the report. A summary report was included on page 5 of the [follow-up September 26, 2012 report](#) to the BOT, which shows that the percentage of “global” courses offered at Lehigh, ranging from 0.76% in RCEAS to 38% in CAS.

The first survey of faculty international connections was completed in January 2010 by OIA and repeated a second time in January 2013 to get a better understanding of where faculty are focusing their international activities.

In the VP's [September 2013](#) report to the BOT as next challenges, the question raised was: What quantitative and qualitative measures should we use to assess the impact of the globalization investment at Lehigh? In Gary Lutz's February 2014 report to the BOT regarding metrics, he stated:

The next steps of identifying the relevant strategies by which these goals can be achieved, the targets for those strategies, and the specific metrics by which progress can be measured will ultimately involve collaboration between the University leadership and the faculty. To ask these various groups to “fill in the blanks” under the items in the above list would be enormously time consuming and would undoubtedly lead to the reaction – primarily on the part of the faculty – “You're the experts. You do it!” And yet it would be irresponsible to proceed without their input. Consequently, the OIA Metrics Task Force has produced the attached [first draft](#) of this effort in order to give the concerned parties something to react to and to help refine.

Lehigh Faculty Engagement in the Internationalization Efforts

An informal review showed 151 faculty members (34% of tenured and tenure-track faculty) had some involvement in international activities during the period January 2010 to December 2012. In preparation for this report, a second informal review was completed and it showed that 172 faculty members have had interactions with OIA during the last five years (see Appendix 1 for the summary broken down by college).

Faculty created new theme-based international internships for undergraduate students (1 in 2012; 4 in 2013; 8 in 2014). Some of the internships are held at Lehigh partners universities (Malaysia, China and Indonesia). In these cases, the faculty members leverage their presence on campus to build their own international networks and collaborations with their counterparts.

Lehigh faculty members from all four colleges have been hosts to visiting scholars collaborating in research. The visiting scholars at Lehigh increased from 30 in 2011 to 56 in 2013; the majority are fully supported by external funds, and many of them are channeled to Lehigh through our university partners abroad (such as from China). OIA staff provides logistical support, i.e. arranging housing and schooling for their children, and are on call to the scholars 24/7 in case of illness or emergencies, etc.

The OIA has convened two different faculty groups to ensure faculty participation:

- The Advisory Council For International Affairs (established fall 2011)
- Global Lehigh Steering Committee (2009-2011), which had both staff and faculty
 - Three task forces set up in 2010: Communications, Metrics, Undergraduate/Graduate Student Issues
 - One subcommittee on defining internships (2009)

Faculty Participation on the BOT Global Affairs Subcommittee

- May 2010: Faculty presentations on:
 - South Africa: Professor Alex Wiseman, COE.
 - Singapore: Professor Jill Brown, CBE.
 - Brazil: Professor Janice Bially Mattern, CAS
- March 2012: BOT Meeting on Globalization, 12 Lehigh faculty participated in the entire meeting
- September 2013: Faculty presentation on:
 - Malaysia: Professor Mayuresh Kothare, RCEAS
- February 2014: Faculty presentation on India
 - Parveen Gupta, College of Business and Economics
 - Jackie Krasas, College of Arts and Sciences

Relating to faculty research and scholarship, the following initiatives have been led by OIA:

- Ford Foundation Travel Grant to pay for the travel of 18 faculty members from 6 U.S. universities—three from each university (Lehigh included) to go to Indonesia for a workshop that will involve a total of 36 faculty members (18 U.S. professors and 18 Indonesia professors). The purpose of the workshop is for the participating faculty to define areas of mutual research collaboration in the general themes of environmental sustainability and community resilience. As a founding member of the [USIPP](#), Lehigh is taking the lead in administering the Ford grant, and along with the University of Gadjah Mada in organizing the workshop, which was held at the latter university on June 16-18, 2014. Three faculty members from the College of Arts and Sciences and P.C. Rossin College of Engineering and Applied Science participated.
- Petroleum Institute/GASCO— UAE: OIA sponsored a research workshop in the area of natural gas held at Lehigh on September 24-25, 2013, with participation of six faculty members from PI/GASCO and 15 Lehigh faculty representing six departments. The outcome was three joint proposals submitted to GASCO for funding consideration in 2014 at the level of \$1.5 million each. (*P.S. funding was not approved in 2014. Proposals may be resubmitted next year for funding consideration*).
- UTP-PETRONAS—Malaysia: OIA has sponsored two research workshops in the areas of structural systems and natural and shale gas held at Lehigh (April 11-12, 2013; April 28-29, 2014). Six faculty members from UTP and 19 from Lehigh representing five departments continue to participate in the discussions. The tangible outcomes include:
 - Two joint proposals will be submitted to PETRONAS for funding consideration.

- An international workshop on “Sustainable Production and Management of Shale Gas” was held in Kuala Lumpur, Malaysia, June 1-2, 2014. Four Lehigh faculty members are participating, two of whom were invited as plenary speakers.
 - UTP discussed with the Lehigh faculty establishing a new Joint UTP/Lehigh Research Institute on Shale Gas to be located at Lehigh. The concept paper for the Institute will be crafted jointly by UTP/Lehigh faculty during the June 2014 workshop in KL.
- University of Nottingham (UN)—England: This is a developing collaboration with Lehigh. Faculty members from both universities are using a mapping exercise to define areas of potential matching interests in research and academic programs. Twenty-six Lehigh faculty members representing 14 departments from our four colleges participated in the mapping exercise and identified areas as well as faculty members from Nottingham with whom they would like to enter in a discussion. Eleven senior faculty members from Nottingham were scheduled to join their Lehigh faculty colleagues here at Lehigh on April 23- 25, 2014. Due to change in administration at UN and last minute changes in plans for some of the senior UN faculty, it was decided to delay their visit until fall 2014 in order to ensure the appropriate composition of the delegation. Lehigh faculty remain very interested in developing collaboration with UN, and the message from the new UN leaders of the delegation to Lehigh showed equal interest. They and are currently working with the OIA and the four Lehigh faculty organizers of the original mapping exercise on a new schedule and program content for the fall meeting. (*P.S. The UN delegation will be at Lehigh on October 12 – 15, 2014*)
- KNRTU—Russia: OIA has sponsored two research workshops, one at Lehigh focusing on polymers and one held in Kazan (16 Lehigh faculty participated in these workshops). The most recent workshop was held in June 2014 at Lehigh with the goal of leading to a joint proposal for submission to NSF.

Faculty Grants for International Connections

Prior to the establishment of OIA, there were no funds available for faculty to establish their own international connections. Using funds from the endowment established in the name of Greg Farrington, faculty grants for international connections were established in 2009.

To date a total 28 Lehigh faculty have received grants for international connections. These include 18 from CAS, 7 from RCEAS, and 3 from CBE. The faculty went to universities of their choices in 14 different countries, each spending on the average 10-14 days engaging their counterparts in discussions related to research collaboration and other longer term international activities that benefit the individual faculty and other members of the Lehigh community.

This program is administered by the four Iacocca professors (one from each college) and chaired by the deputy provost for faculty affairs; they make their recommendations to the VP for international affairs. The committee holds open house meetings to help faculty with any questions they have about the program. [All successful proposals and reports are posted on the Lehigh website.](#)

Dual Degrees

OIA has been handling for the colleges their negotiations of dual degrees at their request. This takes a significant amount of time to work through the curriculum and to ensure that both universities are in agreement. They are:

- April 2014: Middle Eastern Technical University, Turkey, through its Department of Chemical Engineering, and Lehigh University Department Chemical Engineering. The process started in September 2013 and an agreement was signed in April 2014.
- A dual degree MBA is now being considered between Lehigh's CBE and the University of Nottingham, England.

Agreements and Memos of Understanding

OIA works with the colleges to handle all the administrative logistics associated with their agreements and memos of understanding that they wish to have in place. The following have been handled on behalf of the faculty and colleges:

- Telecom Saint-Etienne: Physics Department, CAS
- L'Ecole Nationale Supérieure des Mines de Saint-Etienne: MEM Department, RCEAS.
- Ecole Supérieure d'Ingénieurs en Génie Electrique: RCEAS
- ESCEM School of Business and Management: CBE
- University of Nottingham: CBE
- Tongji University: CBE
- Institute of Sociology and Institute of East Asian Studies University Duisburg-Essen: Sociology and Anthropology Department, CAS
- NUI Galway: Department of Biological Sciences, CAS
- Pontificia Universidad Católica del PERÚ, CAS
- Toyota Technological Institute: MSE Department, RCEAS
- University Of Tubingen: COE

Appendix 1

Faculty Engagement by College

The following statistics provide a summary of the interactions between OIA and the Lehigh faculty in the context of one or more of the following activities:

- ❖ Faculty committees, including standing committees, termed special committees, and task forces
- ❖ International Regional Faculty Study Groups
- ❖ Lehigh faculty delegations going abroad
- ❖ Faculty delegations visiting Lehigh and OIA-sponsored research workshops
- ❖ New study abroad initiatives— Iacocca International Internships— receiving funding through the Iacocca Endowment, and external grants from the Freeman Foundation and the Luce Foundation.
- ❖ Received visiting scholars that OIA worked with
- ❖ OIA-handled college MOUs and agreements

College of Arts and Sciences: # of Faculty: 67 out of 227=29.5%

College of Business and Economics: # of Faculty: 19 out of 65= 29%

College of Education: # of Faculty: 12 out of 29 = 41%

College of Engineering and Applied Sciences: # of Faculty: 62 out of 120 = 51%

Data Source:

- **Snapshot of College Faculty as of February 6, 2014—Office of Institutional Research**
- **Faculty interactions tracked by OIA**