



# CIC Global Collaborations

*Working Together to Prepare Tomorrow's Global Citizens and Scholars*

Executive Brief

April 2016

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## Overseas Offices

**Contexts:** Like a number of U.S. campuses, CIC universities are expanding their presence abroad through a number of different mechanisms. Space to support study abroad has long been of interest to campuses and particularly in the 1990s and early 2000s the number international branch campuses grew. Now, increasingly overseas offices or gateways have emerged. Unlike branch campuses or centers supporting study abroad exclusively, these units do not focus on degree programs. Rather these offices are invested in a wider array of activities tied into the universities' missions. These offices provide a physical space and may, in many instances, support academic activities, such as providing space and support to study abroad students or faculty research facilities. The offices may also be involved in the recruitment of students. Overseas university offices also tend to serve and engage with alumni populations living within the region or country. With the growth of international student populations, institutional connections with alumni residing overseas are becoming increasingly important. These international alumni want to reconnect with their alma mater, have the opportunity to network with fellow alumni, and are important international connections for the US institution. They may contribute financially to the institution or help to broker new relationships to entities abroad. Thus, beyond the direct connection with former students, many gateway offices also seek to foster partnerships – with other universities in the region, with business, and research and government entities.

Some universities tend to launch these offices with the initial investment coming from the home institution, but over time, the offices are expected to grow and become self-supporting. While other institutions recognize that the funding stream continue to draw on support from the home institution. In a few cases, alumni or a local donor supports the opening of the office initially. Staffing tends to be rather lean; thereby containing expenses, as well.

**A Focus on the CIC:** In reviewing the profile of CIC institutions' overseas offices, ten campuses operate twenty-three units abroad, including: gateways, research centers, study abroad units, and a satellite campus abroad. These units are benchmarked on the following pages. The list demonstrates a particular concentration of overseas offices in East and South Asia with fewer offices being based in Eurasia, Western Europe, Latin America, and the Middle East.

Best practices and select metrics have emerged and include:

- An office with limited staffing might focus its functions initially - looking primarily at financial sustainability through grants, endowments, and partnerships.
- Successful alumni engagement may benefit from a coordinated effort between the home campus and the gateway office.
- Social media and sporting events provide opportunities for alumni engagement.
- Overseas programming activities contribute to the visibility of the campus abroad.

Select metrics include:

- Revenue Generation
- Faculty, Student, and Alumni Engagement
- Partnership Development
- Events & Programming
- Student Internship Development
- New Student Recruitment

## CIC Overseas Offices - 2016

	Overseas Office	City & Country	Date of Launch	Staffing	Size of Office Space (sq. ft, unless noted)	Faculty Research Collaborations	Student Academic Opportunities & Internships	Student Recruitment & Admissions Outreach	Alumni Outreach	University, Business, Government & Other Partnerships	Teaching, Conferences, Meeting Space	Executive Training & Technology Transfer	Other
<b>University of Chicago</b>	Beijing Center	Beijing, China	2010	8	23,000	✓	✓	✓	✓	✓	✓	✓	
	Center in Paris	Paris, France	2004	8	7,500	✓	✓	✓	✓	✓	✓		
	Research Bangladesh	Dhaka, Bangladesh	2006	215		✓	✓						Medical Treatment Facilities
	Oriental Institute House	Luxor, Egypt	1924	8	30,200 Interior, 5,150 Exterior	✓	✓						Epigraphic Survey
	Booth Campus, London	London, U.K.	2006	17	26,500	✓ Only for Booth Faculty	✓ Only for Booth Faculty	✓	✓	✓	✓	✓	
	Center in Hong Kong	Hong Kong	2014	15	Cyberport - 36,000, Mt. Davis -50,000	✓	✓	✓	✓	✓	✓	✓	
	Delhi Center	Delhi, India	2014	5	17,500	✓	✓	✓	✓	✓	✓	✓	
<b>University of Illinois, Urbana-Champaign</b>	Illinois in China: Shanghai Office	Shanghai, China	2013	2	200	✓	✓		✓	✓	✓	✓	✓
<b>Indiana University</b>	China Gateway	Beijing, China	2014	2	370 sq. m	✓	✓	✓	✓		✓		
	Eurasia Gateway	Istanbul, Turkey	forthcoming										
	Europe Gateway	Berlin, Germany	2015	1	1050	✓	✓				✓		
	India Gateway	Gurgaon, India	2013	1	360 sq. m	✓	✓	✓	✓		✓		

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<b>University of Iowa</b>	No offices abroad at this time												
<b>University of Maryland, College Park</b>	No offices abroad at this time												
<b>University of Michigan</b>	No offices abroad at this time												
<b>Michigan State University</b>	China Office	Beijing, China	2006	1	138 sq m.	✓		✓	✓	✓	✓	✓	
<b>University of Minnesota</b>	Beijing Office	Beijing, China	2008	2	1200	✓	✓	✓	✓	✓	✓		
<b>University of Nebraska - Lincoln</b>	American Exchange Center, Xi'an Jiaotong University, Xi'an,	Xi'an, Shaanxi, China	2012	1	372 sq m.	✓	✓	✓	✓	✓	✓		
	Partnership Degree Programs with Zhejiang University	Hangzhou, China	2008	2	1291		✓	✓		✓	✓		
<b>Northwestern University</b>	Branch Campus	Education City, Qatar											

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<b>Ohio State University</b>	Brazil Gateway	São Paulo, Brazil	2014	1	400	✓	✓	✓	✓	✓	✓	✓	
	Center for American Culture	Wuhan, China	2012				✓			✓	✓		
	China Gateway	Shanghai, China	2010	3	1110	✓	✓	✓	✓	✓	✓	✓	
	India Gateway	Mumbai, India	2012	2	540	✓	✓	✓	✓	✓	✓	✓	
<b>Pennsylvania State University</b>	No offices abroad at this time												
<b>Purdue University</b>	Colombia Office	Medellin, Colombia	2014	1									

## CIC Overseas Offices - 2016

	Metrics of Success for Overseas Office	Valued Metrics for Different Stakeholders	Strategies of Creating Awareness about Overseas Office	Campus Engagement Strategy for Reaching Global Alumni
University of Chicago	<ul style="list-style-type: none"> <li>• Number of programs, of workshops and of public talks;</li> <li>• Number of admissions/alumni events;</li> <li>• Number of student programs;</li> <li>• Other users such as faculty, graduate students in residency;</li> <li>• Other institutions of the UChicago;</li> <li>• Drop-in visitors</li> </ul>	<p><u>Faculty</u>: the quality of programs ongoing as well as academic partnerships;</p> <p><u>Alumni</u>: Visibility of the success of the university alumni.</p>	<ul style="list-style-type: none"> <li>• Digital Media advertisements through the University website, social media, videos, brochures, appearances at fairs, debates and other institutions;</li> <li>• Calls for proposals for faculty and graduate students;</li> <li>• University news stories and newsletters;</li> <li>• Earned media in each country and in Chicago</li> </ul>	<p>The alumni association has clubs worldwide that work with alumni relations staff to develop &amp; maintain alumni club boards &amp; communities. Alumni clubs &amp; staff support alumni events, websites, communications &amp; programs with faculty.</p>
University of Illinois	<ul style="list-style-type: none"> <li>• Number of students/recent graduates who find jobs with top companies</li> <li>• Number of top companies that reach out seeking to recruit our graduates</li> <li>• Number of top companies we reach out to who then recruit our graduates</li> <li>• Number of successful career fairs and job postings</li> <li>• Number of alumni events that link students to mentors</li> <li>• Number of staff using the office to advance their unit's goals</li> <li>• Number of students using the office's services while studying abroad, on exchange, or recently graduated and seeking career assistance</li> <li>• Number of student and parent inquiries about admissions or departure</li> </ul>	<p><u>Campus leadership</u>: Number of campus leaders who receive substantive and logistical assistance when visiting the country</p> <p><u>Alumni</u>: Number of alumni events organized/attended by staff</p> <p><u>Staff</u>: Number of executive training opportunities and partnerships formed; number of successful in-country orientations</p> <p><u>Faculty</u>: Successful assistance working with partner universities and on in-country travel needs</p>	<ul style="list-style-type: none"> <li>• Strong cross-campus communication with various units and colleges to ensure a unified vision, messaging, and functionality</li> <li>• Active use of social media (both Chinese and other)</li> <li>• Effective outreach materials to represent the office, the campus, and career opportunities at Illinois</li> <li>• In-country orientations for parents and students</li> <li>• Newsletter to key leadership on campus about office successes and activities</li> <li>• Outreach to key stakeholders in China, including alumni groups, top peer universities/partners and desirable companies</li> <li>• Outreach to key stakeholders at peer institutions with similar goals and profiles</li> </ul>	<ul style="list-style-type: none"> <li>• The alumni Association works closely with our alumni clubs</li> <li>• Campus leadership regularly visits with key alumni and partners when they travel</li> <li>• A designated staff person has been hired to do fundraising/and outreach to Alumni in China (other advancement staff have also been hired to cover different regions)</li> <li>• We engage in social media platforms aimed at alumni groups</li> <li>• We actively pursue mentoring programs between alumni and current students</li> <li>• Our in-country staff attends alumni events to promote the campus and the office</li> </ul>
University of Iowa	N/A	N/A	N/A	<ul style="list-style-type: none"> <li>• Hired a Global External Relations Coordinator in 2013;</li> <li>• Charged with developing and maintaining a program of alumni relationships;</li> <li>• Works under the supervision of the Strategic Communications Officer and in coordination with the Communications and Relations team</li> </ul>

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<b>Michigan State University</b>	<ul style="list-style-type: none"> <li>• Number of faculty &amp; student groups visiting China through China Office;</li> <li>• Number of campus units using China Office for China related activities;</li> <li>• Number of alumni activities organized by China Office;</li> <li>• Number of students &amp; parents inquiries received;</li> <li>• Number of workshop &amp; forums organized by China Office</li> </ul>	<ul style="list-style-type: none"> <li>• Number of faculty &amp; student groups visiting China through China Office;</li> <li>• Number of campus units using China Office for China related activities;</li> <li>• Number of alumni activities organized by China Office;</li> <li>• Number of students &amp; parents inquiries received;</li> <li>• Number of workshop &amp; forums organized by China Office</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletters;</li> <li>• Quick response to campus inquiries;</li> <li>• Service orientation;</li> <li>• Participate in planning &amp; implementation</li> </ul>	Encouraging the formation of alumni groups with diversified interests & aims, organizing alumni activities around sporting events
<b>University of Minnesota</b>	<ul style="list-style-type: none"> <li>• Attendance at various events;</li> <li>• Number of faculty served;</li> <li>• Number of students served;</li> <li>• Growth in international activity in China</li> </ul>	<ul style="list-style-type: none"> <li>• Alumni attendance;</li> <li>• Website traffic</li> </ul>	The strategy is generally to increase student & alumni awareness, through social media, events, & direct contact	
<b>University of Nebraska - Lincoln</b>	<ul style="list-style-type: none"> <li>• Number of student visitors to the center;</li> <li>• Number of Nebraska visitors to the center;</li> <li>• Number of XJTU visitors to Nebraska;</li> <li>• Jointly published papers between faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of faculty research;</li> <li>• Faculty exchange numbers;</li> <li>• Number of student visitors</li> </ul>	<p><u>Administration &amp; faculty:</u> Quarterly newsletter sent to UNL and Xi'an Jiaotong University key administrators and any previous visitors to the AEC, news stories on university websites. Website for the AEC in in development with the University of Nebraska systems office.</p> <p><u>Students:</u> attend campus study abroad fairs, send communication regarding internship and study abroad opportunities through college faculty, study abroad offices, and internship coordinators.</p>	UN-L Alumni Office has a comprehensive global engagement strategy. In spring 2014 the American Exchange Center hosted the first meeting of UNL alumni in China. This was in coordination with the UNL Alumni Office. There have been some discussions on how to use the AEC as a base from which to develop UNL alumni activities.
	Student Success at UNL (GPAs, Deans' lists, retention)		The strategy is generally to increase student & alumni awareness, through social media, events, & direct contact	The PDP Office uses social media (LinkedIn, Weichat, QQ, Email) to connect and stay in touch with alumni, when possible.

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Ohio State University	<p>From the gateway countries, the number of:</p> <ul style="list-style-type: none"> <li>• international student applications;</li> <li>• dual degrees/joint degrees with institutions;</li> <li>• corporate collaborations with businesses;</li> <li>• students in an education abroad experience;</li> <li>• MOUs/MOAs/Student Exchange agreements with partner institutions;</li> <li>• internships in regions;</li> <li>• faculty &amp; staff supported initiatives;</li> <li>• alumni interactions</li> </ul> <p>Through the gateway facilitation and connections, total of grant funds:</p> <ul style="list-style-type: none"> <li>• brought to OSU through facilitation;</li> <li>• remitted to support faculty research initiatives;</li> <li>• remitted to support student research and education abroad initiatives</li> </ul> <ul style="list-style-type: none"> <li>• Revenue generated to support gateway offices;</li> <li>• Cash and in-kind gifts brought to OSU through gateway efforts</li> </ul>	<p>Grant funds brought in to the university and grant funds that our office provides to faculty and students</p>	<p><u>Faculty</u></p> <ul style="list-style-type: none"> <li>• Reaching out regarding MOU/MOA/Student exchange agreements;</li> <li>• Receiving travel alerts when a trip is booked to a gateway country, and gateway staff connect with the faculty;</li> <li>• Offering info sessions and informal meetings while gateway directors are at OSU;</li> <li>• Convening faculty advisory committees to share info and to help shape the strategy of offices</li> </ul> <p><u>Students</u></p> <ul style="list-style-type: none"> <li>• Reaching out regarding education and service learning trips, including info about social media pages and hash tags;</li> <li>• Offering info sessions concerning research and study abroad opportunities for students;</li> <li>• Offering a Global Internship Program-connectings students from OSU with internships sourced by our gateway;</li> <li>• Offering a research abroad grant for graduate students;</li> <li>• Hosting a pre-departure orientation for Chinese students in Beijing and Shanghai</li> </ul> <p><u>Other Stakeholders</u></p> <ul style="list-style-type: none"> <li>• Gateway are actively involved with Columbus-based organizations with a global focus;</li> <li>• Partnering with organizations to bring Chinese students to Ohio State for short-term institutes;</li> <li>• OSU is the home to Passport to India, a US Department of State funded program which seeks to send more American students on educational programs to India</li> </ul>	<p>Alumni engagement on the global level is a work-in-progress. Ohio State does not have a global strategy envisioned by our Alumni Association or Development Office. Gateway Offices are given leeway in deciding the best strategy for their country. Alumni events are popular, and they are held in many cities throughout India, China, and Brazil—not just the home of the Gateway office. Events include game watches, alumni speaking engagements, visits from current OSU administration, and so on.</p> <p>Our new website will give users an opportunity to self-identify as alumni, thus building our database further. Staying active on the social media platform relevant to that country is vital (for example, RenRen and Weibo in China).</p>

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<p><b>University of Wisconsin - Madison</b></p>	<ul style="list-style-type: none"> <li>• Number of relationships (companies, universities, government agencies, alumni);</li> <li>• Media coverage;</li> <li>• Number of events and participants;</li> <li>• Revenue (from professional training);</li> <li>• Number of internships;</li> <li>• Number of facilitated activities for short-term study abroad;</li> <li>• Number of requests for logistical assistance (faculty and outbound delegations)</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue;</li> <li>• Number of internships;</li> <li>• Number of requests for logistical assistance;</li> </ul>	<p><u>Faculty:</u></p> <ul style="list-style-type: none"> <li>• Websites, program-specific and central campus international office;</li> <li>• Press releases;</li> <li>• Listserve;</li> <li>• Town-hall style events;</li> <li>• Faculty travel grants for on-site conferences or symposia</li> </ul> <p><u>Students:</u></p> <ul style="list-style-type: none"> <li>• Social media (Facebook, Sina Weibo);</li> <li>• Outreach via campus student organizations</li> </ul> <p><u>Alumni in China:</u></p> <ul style="list-style-type: none"> <li>• Social media;</li> <li>• Big Ten Network events;</li> <li>• Outreach via alumni chapter organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Close collaboration with core international units on campus (alumni office, central campus international office, fundraising office) as well as external stakeholders, such as state economic development office;</li> <li>• Collecting and leveraging data from a variety of stakeholders;</li> <li>• Close communication among senior campus leadership, particularly related to international travel</li> </ul>