State the mission, objectives, and primary functions of this unit. The mission of the Global Engagement Office (GEO) is to promote and enhance international life changing experiences and related educational opportunities. It serves as an important resource in contributing to the culture of a globally minded campus community. GEO has been in existence for about a year following a merger and reorganization of 2 units (International Programs and Foreign Student & Scholar Services).

GEO Administration, the unit for this analysis, is composed of an Interim Director, an Accounting Associate and a fulltime temporary Administrative Associate. It provides umbrella leadership and support to three internationally focused units: English Language Institute (ELI), Education Abroad (EA), and International Students and Scholars (ISS). Henceforth, these offices will be referenced as GEO group units.

GEO Administration provides all UM related financial, accounting, budgeting and human resource/payroll support for the three GEO group units, including maintenance of the GEO web site and additional support as needed.

Identify the primary users of the unit.: GEO Administration serves a diverse array of internal and external users.

Internal users: To the GEO group units, we provide financial and human resource/payroll and general support, including a web presence(support and maintenance) and social media. Domestic and international students seek information and responses to queries about the campus and community. This unit also liaisons with many administrative and academic offices such as Human Resources (payroll, hire paperwork, personnel issues), Business Services (Accounts Payable, Contract Services, ProCard, Treasury, Fund Accountant, Information Systems), Third Party Contracts, Office of Research, Creative Scholarship & Sponsored Programs (ORSP), School of Extended and Lifelong Learning (SELL), Modern and Classical Languages and Literatures (MCLL), and College of Humanities and Sciences (CHS) in addition to others.

External users: The GEO Administration unit utilizes social media and maintains a website which informs prospective students, visiting scholars, international alumni, community members, sponsoring agencies and others of the broad range of opportunities and services provided by the GEO group units.
External/internal vendors are utilized for the purchase of equipment and supplies and for payment of related invoices.

Submit Organizational Chart: 17Admin105_SubmitOrganizationalChart_0926050315.pdf

Complete the FTE Detail Excel spreadsheet provided in the link below.: 17Admin105_CompletetheFTEDetailExcelspreadsheetprovidedinthelinkbelow_0927045637.pdf

Using the space below, address any issues with your FTE Detail Sheet.: At the start of FY17, Global Engagement Office(GEO) was created. GEO was a merging and restructuring of International Programs and Foreign Student & Scholar Services (now International Students & Scholars). For FY17 the spreadsheet addresses the entire GEO umbrella (Education Abroad, English Language Institute, International Students & Scholars and GEO Administration). During FY17 there was a total change of management. The revenue and expenses reflect accounting anomalies from the previous management practices.

FY13-16 data can be discarded as it reflects only International Programs. This was the precursor to GEO, and operated under the same management that left in early 2017.

Current accounting practices have been tightened and budgets are monitored closely to maintain fiscal health.

Finance: Budget and Financial Planning, Purchasing/Procurement, Accounts Payable

Research: Pre-award, Post-award

Human Resources: Employee Training, Employee Hiring (recruitment through on-boarding), Payroll Processing

Communications: Marketing and Communications, Website Maintenance/Development, Social Media, Event Planning

Development: Alumni Relations

Information Technology: Provide unit with server and desktop support.

Student Services: Academic Advising

Criteria 1. - Bullet 1.: The GEO Administration unit provides solid support for financial/budget concerns and human resource functions. Because these items are taken care of in a timely and thorough manner, it allows GEO group units to focus on providing unique educational experiences, cultural outreach and service to benefit the community, region, State, nation and the world.

Leadership: GEO Administration unit provides solid leadership to GEO group units. The Interim Director and Provosts’ office consult weekly about direction and resources. The Accounting Associate provides guidance to each GEO group unit on income/expenditures, allowing them to maintain a healthy fiscal profile with full transparency of their accounts.
Engagement: GEO Administration unit members are fully engaged with the campus. They have taken various trainings, sit on campus committees and have held leadership positions in these committees.

Diversity: The GEO Administration unit promotes diversity by supporting the many functions of the GEO group units dealing with a diverse UM international student and scholar community, U.S. students going abroad and faculty, who go abroad and lead programs. The GEO website provides a window for campus, community and the world to access the many opportunities that GEO offers. GEO Administration unit provides the common thread linking all units together.

Sustainability: To make more efficient use of our dollars, we are constantly looking for other departments hand-me-downs that will enhance what we can do. By re-utilizing assets that others dismiss, we save both dollars and resources. GEO Administration unit oversees recycling of paper/cardboard waste generated by GEO group units.

Criteria 1. - Bullet 2.: The GEO Administration unit and its’ associated GEO group units have formed a tightly knit and functional group. We are responsible for the fiscal and human resource functions of the other three offices and relieves them of those responsibilities. We also provide a centralized purchasing model. To maintain tight control of indexes, all expenditures are reviewed and approved by the Director. This allows GEO group units to focus more intently on what they do best and the mission of their offices. We are the glue holding the GEO group units together.

If the GEO Administration unit were to be reduced, the impact would be tremendous to the other GEO group units. The fiscal and human resource areas would be compromised, as well as the ability to maintain our website and social media. The other units staff do not have the time or training to maintain their financial reporting obligations. Without someone dedicated to maintaining and updating the GEO website, we will quickly have outdated and stale content.

If GEO is compromised by the loss of the GEO Administration unit, it will affect the GEO group units ability to continue the outstanding services they currently provide. It would be difficult for them to deliver minimally adequate services if they have to take on all fiscal, human resource functions, webpage maintenance and the loss of additional provided support. Without the leadership of a director, maintaining a united front and shared vision is difficult at best and would weaken the whole international initiative.

Criteria 2. - Bullet 1.: Being a newly created unit with only a one year track record, GEO Administration unit has no long standing history. However, we provide the sole HR, accounting and budgeting support for the GEO group units that fall under the Global Engagement umbrella. The GEO group units are the English Language Institute(ELI), Education Abroad(EA) and International Student and Scholars(ISS).

The demand for services provided by the GEO Administration unit will increase accordingly with increases in international student enrollment and increased participation of students in Education Abroad. Potential increases in international student enrollment are dependent on Admission and Enrollment Services.

GEO Administration also works with SELL on contracts for sponsoring agencies. Distributed funds related to contractual obligations with sponsoring agencies of international students could increase as more programs are brought on line. These contracts are often created in conjunction with several other UM academic departments.

Currently there is no “demand measurement” in existence. We will diligently be exploring best practices and measurement scales to track the future demands of the GEO Administration unit.
Criteria 2. - Bullet 2.: Past trends in external demand for the GEO Administration unit do not exist. We now have existed for one year and can start following trends. External demand for this unit will come from contact/inquiries through our web presence, social media, email, walk-in traffic and phone.

It is anticipated that the demand from external sources will increase as hoped for boosted international recruitment occurs. Again, we are dependent upon Admissions and Enrollment Services to diligently seek international students to come to UM.

External demand for GEO group units will come from numerous sponsoring agencies for students, new prospective students to ELI, prospective students interested in Education Abroad, prospective international students and scholars. GEO administration will respond to these external users seeking additional information to assist them in making a correct choice or easing concerns about the transition of attending school in the U.S.

Criteria 3. - Bullet 1.: With only a year track record, GEO Administration does not have any internal assessments. This is an area that we need to improve and will be researching. We will try to implement some internal assessment this next fiscal year. At this time we have not located any national or industry benchmarks for similar offices.

Criteria 3. - Bullet 2.: Interim Director GEO Administration:
International Committee-UM
Missoula International Friendship Program Board(ex officio)
NAFSA Association of International Educators membership
NAFSA attendance at State, Regional and national conferences.
Awards: NAFSA Bruce Tracy award(2005)
UM Distinguished Service to International Education(2001)
UM Outstanding Administrator(1994)
Hinchcliff International, National Educator of the Year(1997)
NAFSA Region II Chair(1992-94)
Other Recognitions: Educational trips to Taiwan(Ministry of Education of Taiwan)
Germany, Japan and Korea(Fulbright awards)
Finland(UM exchange program)

Accounting/Human Resources for GEO Administration:
Financial Management Certificate Development Program
Research Assistant Program(RAP) training
Fiduciary Interest Group(FID)
Fiscal Affairs Managers(FAM)
Quality of Worklife(2013-present)
Tech Assistants Group(TAG)
Software Asset Management Committee(2015-present)
Administrator-International Student and Scholar Management software(used to provide mandated information to U.S. Government)(1994-present)
UM Summit Tech Unconferences-Session Leader
Staff Ambassador(2012)
Ad Hoc Enrollment Management Working Group(2012-15)
Student Affairs Business Managers(2012-14)
Enrollment Management Council(2002-13)
Task Force on Committees (2011-12)
Regional Leader-fsaATLAS Users Region 10 (2010-13)
University Web Committee (2001-13) (Secretary 2012-13)
Student Affairs Staff Development (1998-2003)

Awards: Campus Interaction & Meritorious Job Performance Award
Recognized for the most fsaATLAS session presentations
Excellence Fund Scholarship to present at SunGard Summit (received twice)
Outstanding Performance Award for UM Web Redesign

Administrative Associate (Temp Position), GEO Administration:
Cascade (website) training and access to all GEO website content
Large vehicle driver safety training
Moodle
Banner
Grant writing PI training
Last Best Conference planning committee (2016)

Criteria 3. - Bullet 3.: N/A Research/creative scholarship is not part of the GEO Administration units’ mission.

Criteria 3. - Bullet 4.: N/A Teaching and instruction is not part of the GWO Administration units’ mission.

Criteria 4. - Bullet 1.: When restructured, the GEO Administration unit was unfunded. The assigned index only accumulated expenses with no funding source. It appeared the intent was for ELI designated funds to cover GEO Administration expenses.

In FY17 there was no income stream for this unit. There was an allocation of $39,754 to GEO Administration.

All directly related expenses, as well as some peripheral expenses that belonged to other indexes were collected into this index. Expenses included, wages & benefits ($7292, two other general fund indexes were used to pay wages as well), supplies ($5470), communications ($3955), travel ($5500), repair & maintenance ($5278), other expenses ($4759), copier lease ($2678). Total expenses were $34932 for FY17.

It is worth noting that some of the expenses were incurred by previous management and will not be recurring.

For FY18 GEO Administration has been allocated general funds for general office operating expenses, including office supplies, copier lease, maintenance and paper.

The current three GEO Administration unit employees’ salaries are covered by general funds. This currently consists of one temporary half-time director (eventually a full time permanent position), one permanent full-time position and one temporary full-time position.

Criteria 4. - Bullet 2.: July 2016, International Programs restructured and merged an additional office into its’ structure while renaming itself Global Engagement Office, moving Foreign Student & Scholar Services (FSSS, Student Affairs) to Academic Affairs. FSSS was renamed “International Student &
Scholar Services” (ISS-aka Global Engagement Services). January 2017, a complete turnover occurred in GEO leadership. Currently operating with an Interim Director.

Overall: 7.0FTE lost

GEO Administration unit:

GEO International Programs Development Officer (1.0FTE, LOA, Oct-2016), Developed/managed Special & Sponsored programs/Wrote grants/MOU’s (Memorandum of Understanding)/Short term programs thru 3rd-party organizations. Designated income.

Associate Vice-Provost/Director-GEO (Jan-2017) (Filled with 50% temporary Interim-Director)

Director-Finance/Personnel/International Communications/Associate Director (LOA, Jan-2017)

Admin. Support (1.0FTE Temp) Front Desk/Web/Office Manager (Currently restructured 1.0FTE temp, Feb-2018)

GEO lost/restructured these positions:

ISS Sponsored Programs/Associate Director (1.0FTE, Jul-1-2016) J-1 visa status students & scholars.

**ISS Office Manager/International Student & Scholar Management (ISSM) Administrator (1.0FTE, Jul-1-2016) Manage ISSM-mandated government reporting for ALL international students/accounting/office management/reception.

**ISS Office Program Coordinator (.75AY/.50FTE-summer, Jul-1-2016) Programming for ISS students/International Festival.

**ELI Program Manager (1.0 FTE Temp, Jul-1-2016) Support/assist/programming for ELI students.

**NOTE: These three positions/people were restructured into different offices/duties below:

ISS Office Manager - became GEO Accounting/HR person (1.0FTE)

ISS Program Coordinator - became ELI Program Coordinator (1.0FTE, In May restructured as .75-ISS Program Coordinator/.25-ELI Program Manager)

ELI Program Manager - became hybrid of ISS Office Manager/ISS Program Coordinator duties in ISS. Left in May-position eliminated.

Director-GEO International Recruiter-(LOA Dec-2016). Outreach/recruitment all international students (including conditional admission/bridge/pathway students which often become degree seeking UM students.) (NOTE: GEO Associate Director filled till Jan-2017. Open to FY17-end. Enrollment Services given budget line to hire International Recruiter. No advertisement for position to-date.)

Assistant Director of International Enrollment-Faculty Affiliate (Feb 2017)
Criteria 4. - Bullet 3.: The GEO Administration unit has continued collaborations with other UM departments that existed prior to reorganization. Many agreements and MOUs (Memorandum of Understanding) were already in place. There has been some renegotiation of recurrent contracts and MOUs. We are willing to expand our scope of collaboration as we work toward eliminating redundancy in workloads associated with the aforementioned agreements.

By creating centralized management and aforementioned cross-campus collaborations, GEO Administration has adjusted to FTE cuts and decreased revenues. Every attempt has been made to eliminate duplicate efforts. The elimination of the GEO International Programs Development Officer position has reduced the ability of GEO Administration to maintain and build new agreements with external groups. This lessens our chances to provide increased diversity of the world's nations for our campus, community and State.

No benchmarking guides were found for units resembling the GEO Administration unit.

It is worth noting that due to the vast personnel changes, data would likely be skewed as well.

Criteria 4. - Bullet 4.: During FY17 there was no apparent opportunity to generate external revenue.

Criteria 5. - Bullet 1.: 1) Engage Students Where They Are
GEO Administration unit contributes to student engagement by providing a solid, stable base of fiscal/human resource functions. We support GEO group units serving frontline English learners-becoming degree-seeking campus students/domestic students broadening their horizons on international exchanges/assisting international students coming to UM.

2) Invest in People
GEO Administration unit seeks to empower our GEO group units by providing guidance/leadership/resourcefulness. Improved working conditions/furnishing a conference room/better workstations were possible with old Missoula College hand-me-down furniture.

Professional development is encouraged. Some individuals attend discipline-specific training.

We are a clearinghouse of answers/directions. Working with other campus units/sharing the load/seeking paths less traveled to attain streamlined, innovative solutions/opportunities is encouraged.

3) Partner With Place
GEO Administration unit is housed in a historic landmark building. Representatives of various student sponsoring agencies are shown the beautiful campus/buildings/curriculum, encouraging them to send students.

GEO group offers ELI students/exchange non-degree seeking international students/international non-degree/degree seeking students a chance to learn in our urban/rural/natural settings. Diversity/equity/enhanced global perspectives for students and the citizens of Montana is provided by supporting the GEO group units.

We support GEO group units in promoting intercultural interactions/competency among students/faculty/staff/administrators.
4) Reinvent the Heart of the Curriculum
GEO Administration unit will strive to embrace/provide needed support/guidance to GEO group units as this opportunity matures.

5) Foster Knowledge Creation and Innovation
While beyond the direct scope of the GEO Administration unit, we will take the spirit of this opportunity, seeking to encourage innovation/entrepreneurship/public service among all GEO group units.

**Criteria 5. - Bullet 2.:** GEO Administration has endured much restructuring in its’ short life. The absorption of ISS into Global Engagement umbrella group, condensed all fiscal/human resource functions into one position. New protocols have been put into place to promote efficiency and cost-savings. Fiscal functions have been tightened up. Collaboration with colleagues across campus, also offers new insights into ways to improve functions.

**Criteria 5. - Bullet 3.:** If given additional resources, GEO Administration unit would:

1. Hire a permanent administrative assistant to stabilize communications and functions.
2. Hire a permanent International Program Development Officer, bringing in additional designated dollars by writing grants and Memorandums of Understanding. These would bring additional students/scholars to our campus and enrich the diversity.

This is a position that was cut and has greatly impacted GEO as a whole. Responsibilities of this position included designing and managing sponsored international student programs for all academic levels and different durations (short-term, semester or year-long study abroad and degree-seeking), which can be tailored to address the program’s respective area of academic emphasis.

Examples of programs this position was responsible for:

b. U.S. Dept. of State” Global Undergraduate Pakistan” program-Scholarship program for Pakistani students to study for one semester.
c. U.S. Dept. of State “Muskie Fellows’ Program”-Scholarship program for graduate-level students from former USSR countries to study in the U>S> for one year. Manager in collaboration with the International Exchange and Research Board.
d. Brazilian Government Science Mobility Program.
e. USAID ‘LOTUS’ program-Scholarship program for Egyptian students to study in the U>S> for one semester. Managed in collaboration with the Institute Exchange and Research Board.

3. Hire a permanent Director for GEO. With a permanent director in place, GEO Administration will be able to clarify and stabilize our integral position in the UM international community. A permanent Director will be a consistent guiding force for GEO Administration and the GEO group units.