

# March 2011 Meeting Minutes

The 250th meeting of the J. William Fulbright Foreign Scholarship Board took place in Washington, D.C. on March 15-16, 2011.

Members in attendance at the quarterly Board meeting were: Chair Anita B. McBride, Vice Chair Shelby Lewis and Members Mark Alexander, Mark Brzezinski, Lisa Caputo and Robert D. McCallum, Jr. Participating via conference call on March 16 were Members Jean Becker and John W. Johnson. Excused were Gary Edson, Jan O'Neill and Dina Powell.

Tuesday, March 15, 2011

Chair Anita McBride addressed the Fulbright-Finmeccanica workshop, following which, FSB members joined the grantees for dinner.

Wednesday, March 16, 2011

Chair Anita McBride called the public meeting to order at 9:00 a.m. She welcomed members of the public to the Board's 250th quarterly meeting. She expressed her deep appreciation and gratitude to the American University for hosting the Board and specifically recognized administrators Fanta Aw and Leanne Dunsmore, who took the lead in organizing the event.

The Chair explained that FSB meetings are public by law, quoting from the U.S. Code.

The Executive Director reported that, in closed session, the Board had agreed to examine the possible qualification of domestic partners of the same sex for Fulbright dependent benefits.

Since the last meeting, the Chair reported that Members had been very active. Ambassador McCallum and she, having served two years, were the most senior present in person, with more experienced Members Jean Becker and Johnny Johnson in Texas present via conference call, and Jan O'Neill, Dina Powell and Gary Edson excused.

She welcomed the four newest members - Lisa Caputo, Vice Chair Shelby Lewis, Mark Alexander and Mark Brzezinski - to their second meeting, saying how grateful she was for their efforts during the heaviest period of time for FSB application review, from about January to June. She noted that three of the four new members are Fulbright alumni and two are affiliated with universities, adding breadth and knowledge to the Board.

She said that FSB staff Deputy Director Mary Wong returned from maternity leave and she congratulated Ms. Wong on a beautiful baby girl. She acknowledged Executive Director Ben Duffy's extraordinary efforts managing the Board's business, shorthanded through transitions. She said Program Assistant Arin Chadwick had moved to a position in the Executive Secretariat in the Secretary's office. She recognized Program Coordinator Lorraine Dale and Program Assistant Alexis Dionne, and two terrific interns, Naivasha Jackson and Isti Kuhn.

She said Members have been very active, and not only reviewing applications. Mark Brzezinski discussed Anti-Corruption Practices online with program alumni. He said he was impressed how quickly and extensively he connected with the alumni community. Mr. Duffy represented the FSB in Sri Lanka at a workshop for administrators in January. DAS Romanowski was there as well.

The Chair said that administrators continue to monitor developments in the aftermaths of earthquakes in Japan and in New Zealand. She said that former Ambassador to the United States and Fulbright alumnus Roy Ferguson has since returned to New Zealand, and was in contact with her after the earthquake there.

The Chair presented the 2009-2010 FSB Annual Report, which is congressionally-mandated. She said that the report gives a great snapshot of the program, with images and stories from around the world. The theme for the report is "Investing in Leadership," a case for one of the best foreign relations programs that this country can invest in.

Mrs. McBride then went over the meeting agenda. She noted that Assistant Secretary Ann Stock was on official travel in Iraq. She welcomed Principal Deputy Assistant Secretary J. Adam Erel, Deputy Assistant Secretary Alina L. Romanowski, Branch Chief Mary Ellen Noonan Koenig, to present the status of programs in Europe and Eurasia, and Mary Kirk and Theresa Granza from IIE, to speak about the Fulbright U.S. Student Program. After lunch, she said the FSB looked forward to a case study from American University.

Assistant Secretary Report:

J. Adam Erel, Principal Deputy Assistant Secretary for Educational and Cultural Affairs  
Alina L. Romanowski, Deputy Assistant Secretary for Academic Programs

PDAS Erel thanked the Chair. He said that he would discuss the relevance of the Fulbright Program to US foreign policy and national objectives. DAS Romanowski would speak about program developments and initiatives since the last FSB meeting, including as requested by the Board on strategic dialogues. He anticipated that her report would add specificity to his remarks.

He opened by stating that the Assistant Secretary's trip to Iraq was very important. She was to chair the first joint consultative committee between the United States and Iraq in the area of education and culture, provided for in the strategic framework agreement, which entered into force in 2008. The PDAS said that her trip came at an interesting time because nowhere is change happening faster in the world than in the Middle East. ECA programs and Fulbright have played a significant role in momentous events being witnessed. The Assistant Secretary was to preside over 60th anniversary of the Fulbright Program in Iraq. Many of the alumni are now in leadership positions in that country.

Ambassador Erel turned to the national security strategy put forth two years before by President Obama. The President had said that we live in time of sweeping change and how right that had proven to be. Ambassador Erel said that the national security strategy goals start with the growth of the economy and reduction of the deficit, and continue to the improvement of education.

Further, he said, Secretary Clinton has asked a simple question: How can we do better? That question led to first Quadrennial Diplomacy and Development Review (QDDR), which was released a few months ago. He explained that the QDDR is a strategic roadmap for the 21st century diplomacy. The title sums it up: Leading Through Civilian Power. Ambassador Erel said that people-to-people exchanges are central to this roadmap. He explained that the QDDR places priority on reaching non-state actors, particularly women and youth. He stated that the Fulbright Program is a critical tool in each of these endeavors and consequently is at the heart of Under Secretary Judith McHale's Strategic Framework for Public Diplomacy. That is a guiding document to implement the national security

strategy and the QDDR. The framework aligns public diplomacy with foreign policy objectives. He said that expanding people-to-people exchanges and relationships is among its strategic imperatives.

One area receiving significant attention is improving engagement with Fulbright alumni and alumni of other exchange programs. They are natural partners and constitute an incredible talent pool, but have not been engaged in a systematic way. The Bureau has been looking at ways to improve engagement, as alumni are force multipliers. For example, in February, the Bureau launched the Alumni Engagement Innovation Fund, which funds innovative projects addressing topics such as Promoting Better Environment, Women's Empowerment, Food Security, and Global Health and Outreach to Marginalized Peoples. They received an astonishing 683 project ideas from alumni around the world. Many proposals came from multinational teams of alumni working together to address shared challenges.

Another priority is to strengthen relationships with American institutions of higher education, including community colleges, which are vital and indispensable partners.

Finally, he said that one of the biggest challenges is to ensure that core programs, like Fulbright, are sufficiently funded to fulfill vital missions to carry out these priorities. He invited DAS Romanowski to speak.

Ms. Romanowski noted that the Board meeting coincided with the Washington, DC Fulbright enrichment seminar for first year visiting students. This year's theme for the nine regional seminars is Greening of the Planet. She reported that successful seminars had already taken place in Los Angeles, Nashville, New Orleans, San Francisco and Denver. The seminars engaged first year students directly with environmentally active organizations and political leadership in these communities. In New Orleans the students met with Mayor Landrieu and toured the Lower 9th Ward with staff from Make It Right. In Los Angeles, the students participated in community service projects planting sycamore trees in Santa Monica. In Nashville, the students heard from experts who are making Nashville the greenest city in the Southeast. Each seminar offered Fulbright students hands-on volunteer opportunities.

She said she had spoken at the re-entry workshop for NEA Fulbright participants. AMIDEAST supports Fulbright efforts there. She noted that this group is returning to a very changed environment.

Ms. Romanowski then spoke about the South and Central Asia (SCA) workshop in January in Colombo, Sri Lanka. These workshops are mounted every other year to bring together staff from Commissions, embassies and coops. The SCA region boasts two of the largest Fulbright programs in the world: Pakistan and India, and growing programs, including the Fulbright ETA program.

Ms. Romanowski reported that the new Executive Director of the binational Commission in Chile, Antonio Campana, came to Washington for consultations

Ms. Romanowski thanked the Board for its selection of the 20 NEXUS grantees. Five are from the U.S., and 15 are from eight countries in the Western Hemisphere. The kickoff meeting is in Buenos Aires in May.

Ms. Romanowski then discussed strategic dialogues, in which education is a critical tool for the Secretary and the President for engaging other governments and other societies. There are active

dialogues with Indonesia, Russia, Georgia and India, and one expected to commence with China in April.

She said both she and Assistant Secretary Stock had recently traveled to Indonesia and Malaysia. They came away very impressed with the positive and lasting impact that Fulbright and English language programs have on the both American and foreign participants there. In Indonesia, the delegation met with the American Ambassador and Indonesian Vice Minister of Education and worked through priorities under the U.S./Indonesia Comprehensive Partnership launched by two Presidents. One key objective laid out by both Presidents was to double the number of students moving between the United States and Indonesia in 5 years. They are working aggressively with the Indonesia Higher education counsel, which was also established as a private sector membership, to support that initiative. While in Indonesia they had roundtable discussions with ETAs from far corners of Indonesia. They requested that some first year ETAs stay on for a second year as resources for incoming ETAs, which will be done.

She was pleased to announce the good news that the government of Malaysia will commit resources to expand the Fulbright ETA program, to meet their objectives to bring more American English speakers and teachers to Malaysia, and to rapidly expand capability and quality of spoken English among Malaysians.

In Georgia, she said she met with Deputy Ministers across a number of ministries who committed resources through their scholarship program to increase the number of Georgians studying under Fulbright at the Master's and PhD levels, with emphasis on science and technology.

She said her recent visit to Russia was with the bilateral Presidential commission, where there are 18 working groups. The education sub-working group is one of the most active with long-standing Fulbright programs. The Russian Minister of Education and Science is committed to making significant and dramatic changes in their higher education system. The bilateral Commission was augmented by a delegation of universities presidents and rectors assembled by IIE. She thanked IIE for their terrific job bringing new universities to Russia to engage directly with their national research universities. Three Fulbright initiatives were announced during this session, including Fulbright institutes on research management and innovation, and specialized English training.

She concluded with the assurance that Fulbright is playing a key role in strategic dialogues, and the hope for more progress to report at the next Board meeting.

Vice Chair Shelby Lewis asked how regions and countries, in which there are no binational commissions, can be engaged in dialogue on program planning. She said she had discussed this in Senegal in December. How do such countries get more deeply engaged? DAS Romanowski responded that the strategic dialogues are specially launched by the President and the Secretary with their counterparts, to engage across a span of issues of mutual interest. Education has consistently been a very important component of these dialogues. In countries where there aren't strategic dialogues, there are still discussions about education.

PDAS Adam Ereli stated that from a policy perspective, education is increasingly seen as an effective vehicle for elevating a relationship with a foreign country or expanding the official relationship. India and Russia are two good examples. Ambassador Ereli said that a strategic dialogue is not a

prerequisite for engagement. He said that the value of our posts and commissions is ongoing engagement.

Ms. Romanowski added that these dialogues require the higher education community. American universities do work that the government can't do, but can facilitate.

PDAS Erel said he expects we will do more. When the Administration is looking to engage or to influence, they will turn to people-to-people exchanges. When people look to invest funds, they will look to Fulbright as a known product. In the new and emerging Middle East, people-to-people exchanges and Fulbright have a role.

Ms. Romanowski said that Fulbright Program has strong alumni who have been very instrumental over the last decade in deepening understanding of the United States. She said the strong commitment to science and technology undertaken at the 2010 regional NEA conference responds to urgent needs and augers a greater role for Fulbright. She described how resources have been increased to alumni coordinators.

Europe and Eurasia Program Report:

Mary Ellen Noonan Koenig, European and Eurasian Programs Branch Chief

Micaela Iovine, European and Eurasian Programs Branch Senior Program Officer

The Chair welcomed Ms. Koenig and Ms. Iovine.

Ms. Koenig said that she welcomed the opportunity to speak about Fulbright in the Europe and Eurasia region. The region is the largest, with 46 countries, managed by 24 commissions and 22 posts. The region has 2600 exchanges annually and is noted for the strength of partnerships and funding levels from the partners. Two thirds of the funding for the program in Germany comes from the Government of Germany. Spain, the United Kingdom and France all give more than the United States. Poland should be reaching parity with the U.S. in two years. Azerbaijan and Macedonia are contributing. Georgia is exploring funding a visiting student program and Romania is planning to fund an expanded scholar program.

Fulbright in Europe has been creative in implementing the English Teaching Assistant (ETA) program. Spain places ETAs in communities with large immigrant populations. France uses the ETA program to reach out to diaspora communities. The German program is focused on increasing diversity. The Turkish program has grown from 5 to 54 ETA's, who are placed all over Turkey, including its eastern borders. An increase in funding from Slovaks and Bulgaria doubled their ETAs from 10 to 20. In Montenegro, ETAs are working at American Corners. Ms. Koenig shared their newsletter. She said the ETA program has placed young Americans in areas that lack American presence, but have great demand for the English language.

Summer institutes bring about 70 young European students, primarily from diverse populations and marginalized communities in Commission countries, to U.S. campuses to focus on themes like the environment, education and civic engagement.

In April, an enrichment seminar in Bulgaria will be held for the first time for American students in the region. The 4-5 day seminar will focus on social and cultural integration in 21st century Europe for

about 20 students. A number of speakers and students are expected to make presentations about diversity.

Finally, grantees in the Distinguished Chair scholars program, often engage cutting edge issues. In Sweden, there is a chair in alternative energy and in Finland, they are looking at sustainability as an issue.

Ms. Iovine continued the presentation. She said that Russia programs have expanded and flourished over the last four years with the leadership of the new director of the Fulbright office in Moscow. She gave examples of some of the new awards and initiatives taken up within the bilateral framework. The community college seminar is now in its second year. Six high level administrators travel to Russia to share aspects of community college management, including workforce development, vocational training and access to higher education, with Russian administrators as they look to reform their university higher education structure. The first seminar last year resulted in three Memoranda of Understanding (MOUs) between Russian institutions and Northern Virginia Community College, Quinsigmond Community College, and San Diego Community College.

The distinguished chair in energy conservation in Moscow was introduced in the scholar program. The first ever summer school on nanotechnology will convene graduate students from all over Russia. A new award in science and innovation responds to Russian interests. Three scientists in health, safety and engineering, water resources and planning and fuel cell technology are being placed in Russia this academic year. A junior science and technology award, and an English teaching workshop will be up and running shortly.

Ms. Koenig reported on the Fulbright-BEST program, which is ending its fourth year as a pilot program. The topic has been entrepreneurship, hosted by the University of Santa Clara. Starting this year, grantees will enter American graduate programs that build entrepreneurial skills, potentially including the University of Rochester, University of Florida, University of South Florida, Portland State, Eastern Michigan, American University, Northeastern and Marquette.

She concluded by stating that the challenge faced in the EUR region is resources and budget. Particularly in Europe, the budget has been flat in the past seven years. She noted that, while binational commissions can be expensive, executive directors are often very creative in reaching out to partners. Only two governments (Greece and Iceland) reduced their allocations during the financial crisis, and they are trying to restore the cuts.

Mary E. Kirk, Senior Counselor for Academic Exchanges, Institute of International Education

Theresa Granza, Director of U.S. Student Programs, Institute of International Education

Marylin Rodriguez, Fulbright Alumni Ambassador and 2008-2009 U.S. English Teaching Assistant to Uruguay

Ms. Kirk introduced her IIE and CIES colleagues. She thanked American University for their cooperation, particularly Fanta Aw. She thanked Paula Warrick and Chris Swanson in the Merit Awards Office. She said she would focus on the U.S. Student Program, and the just-concluded competition for 2011-2012 grants. She would also speak about diversity and the ETA program.

Ms. Kirk reported that the competition for the U.S. Student program just concluded. Nearly 9,400 applications is again a new high. 670 U.S. colleges and universities were represented, an increase of

almost 40 institutions. About 45% of applications were for ETA awards. The program continues to be deeply relevant to U.S. students, particularly graduating seniors who represent about 70% of the applicant pool and 70% of the awards, with the other 30% equally divided between Master's and Ph.D. candidates. Enrollment in graduate school has declined over the past few years and this decline is reflected in the applicant pool.

Ms. Kirk said that Ms. Granza and her team convened screening committees between mid-November and mid-December in New York, Washington D.C. and four other locations. The initial screening was done by almost 400 academics. The online process now covers nearly every aspect, with commission, posts, ECA and the FSB in one virtual environment, saving time and money.

Diversity remains a key priority for IIE. Ms. Kirk said that numbers are up, but more effort is needed to reach African-American, Hispanic-American and Asian-Americans applicants. They have looked at where the numbers have fallen off, and invited about 25 campus representatives every year to come to New York to meet on the various programs, usually in November in conjunction with screening committees so they can see firsthand how applications are reviewed. Fulbright Program Advisors (FPAs) are brought up to date on program priorities through national workshops. She noted that IIE finds that, after FPAs get involved, U.S. Student applications follow a year a two later. IIE also works with other networks serving minorities. The Posse Foundation is one example.

Ms. Kirk then spoke about the Alumni Student Ambassadors program, which is funded by trustees of IIE. After a competition of recently returned U.S. student program alumni, 20-25 alumni are funded to help raise visibility for the program throughout the country. The Ambassadors reflect the diversity of the program. They go to campuses, conference visits, blog online, etc. Ms. Kirk said that Student Ambassador Marylin Rodriguez would tell the FSB more. Ms. Kirk said that they are working hand-in-glove with ECA to get more press coverage for the program at critical points in the program year and to work on a vigorous social media and outreach strategy through new media networks.

Finally, Ms. Kirk reported that the ETA program has gone in ten years from four countries to 65 countries. Often the ETAs are in rural communities and interact with young people. They may be the first Americans in these communities and are exceptional cultural Ambassadors. They are working to overcome the misperception that the Fulbright Program is only for area specialists or graduate students. The ETA program does draw in a really wide spectrum of American applicants.

Ms. Granza added that they couldn't do the program without the universities, the FPAs and the selection committee members who do work on a voluntary basis.

Ms. Kirk then turned the floor to Ms. Rodriguez, who was an ETA in Uruguay and is now an Alumni Student Ambassador. Ms. Rodriguez said that, at the time she was selected, she planned to pursue a degree in medical anthropology and enter the Public Health field. Her ETA experience in Uruguay made her a teacher. She taught K-6 and assisted teachers in training, in a rural area where she was with two other ETAs. From the first day, they were treated as celebrities. She then moved to Montevideo and got involved in Afro-Uruguayan music and culture and researched those traditions. She now teaches at a creative arts academy in Prince George's county, Maryland. Her students are 98% African-American and she uses her Uruguay experience with her students in Maryland. This year, she is taking a group of students to Costa Rica. She is now the link between these kids and

other cultures. Diversity as a focus of the Fulbright program makes her even more proud to be part of Fulbright.

Ms. Rodriguez recently met the new group of Alumni Ambassadors and she saw their energy. As an Ambassador, she visited campuses, and participated in enrichment seminars and webinars.

The Chair thanked Ms. Kirk, Ms. Granza and Ms. Rodriguez for their presentations. She wished Ms. Rodriguez well.

Cornelius Kerwin, President, American University

Dr. Kerwin welcomed the FSB to American University. He said it was an honor to be hosting the Members in the School of International Service building, the university's newest building. It is a testament to AU's commitment to international relations. Dr. Kerwin stated that the SIS is the largest of its kind in the United States and he is proud of the work that is done there.

Fulbright's importance is difficult to overstate. He said about 80 alumni have benefited from the Fulbright program. The university is both "exporter" and "importer". He is very proud that the current AU Executive-in-Residence Anita McBride is also Chair of the FSB.

Partnering for Success: A Case Study of American University

Moderator, Fanta Aw, Assistant Vice President & Director, International Student & Scholar Services

Anne Stopper, 2003 U.S. Fulbright Student to Ireland

Eleana Kazakeou, Fulbright Visiting Student from Cyprus

Doug Klusmeyer, Assistant Professor, Justice, Law and Society, School of Public Affairs

Leeanne Dunsmoore, Associate Dean, Graduate Admissions and Development, School of International Service

Paula Warrick, Director, Office of Merit Awards

Ms. Aw thanked the Board for the opportunity. She noted that the operative word in the panel presentation is "partnership". AU has been extremely fortunate as an institution to have very good partners. They look forward to strengthening those partnerships with IIE, Amideast and LASPAU.

This panel brought three perspectives:

- 1) the transformative experience from the visiting student perspective;
- 2) the U.S. student perspective and
- 3) behind the scenes with administrators.

Ms. Aw then introduced the panelists:

- Eleana Kazakeou, an undergraduate foreign student from Cyprus,
- Anne Stopper, U.S. Fulbright graduate student (to Ireland) alumna,
- Doug Klusmeyer, AU faculty member,
- Paula Warrick, AU administrator responsible for all aspects of scholarship programs,
- Leanne Dunsmore, Assistant Dean for Development and Graduate Admissions, SIS.

Ms. Kazkeou came to AU through the CASP program. She loved AU and the DC metro area. She said that Fulbright and AU helped her shape her abilities to contribute back to the community. She hoped to use her knowledge of international relations in the political arena in Cyprus. She anticipated that the 2012 Cypriot EU presidency will be an employment opportunity for her. Finally, she said the

program has changed her life and that of her family in Cyprus. She said the Board should consider permitting travel abroad to a second country, and reconsider the 2 year residency requirement.

Ms. Stopper received a U.S. student grant to Ireland in 2003 and is an alumna of AU. Her project was an oral history on the Irish women's liberation movement from 1971-1973. This period was of interest to her because these women used their positions to advance women's rights. Despite challenges in getting interviews, she was able to produce a book, published in 2006. For her, it was great to have this tangible piece as an end-product. She was very grateful to the Office of Merit Awards and her faculty advisor for their help in the application process. In hindsight, she said the lengthy process improved her project as the idea went through a number of iterations to become the strong application that won her a Fulbright grant. She had a very positive experience with the Fulbright program and that experience owed much to the Irish Commission. Ms. Stopper stated that it would have been helpful to have a more advice beforehand and on arrival on practical matters, but for her, it was an incomparable experience. She now works for AU's radio station as the web producer for NPR broadcasts.

Ms. Warrick said the competition at AU last year produced 2 ETAs (1 to Korea and 1 to Taiwan) and 3 Students (Germany, South Africa and New Zealand). Getting to those five grants required that AU

1. identify all the students ranging from college juniors up to PhD candidates,
2. host a kickoff session and invite students to meet with alumni to get an overview of the application process,
3. hold 20-30 biweekly info sessions for students who missed the kickoff,
4. develop a blackboard site with web resources for applicants with about 350 people participating in the site, and
5. arrange one-on-one advising with faculty mentors.

She said the involvement of faculty is imperative in this process. She said this year AU has 11 finalists.

For the 20th anniversary last year, every student going back 20 years was interviewed. The interviews found exchanges to have been effective vehicles for preparing students for graduate school. One of the biggest challenges has been the increase in the candidate pool, up 30% over the past year, outpacing available resources. She said that targeting diverse students presents interesting opportunities for Fulbright. The national application deadline is another challenge, because it falls at the start of the semester.

Mr. Klusmeyer has mentored 5 or 6 Fulbright candidates, all of whom have received grants. He attributed his 100% success rate to great students and the Merit Awards office. He has found mentoring students to be one of the most satisfying teaching experiences but among the most demanding of time and energy. For those who don't get the fellowship, applying is still an extraordinarily valuable experience. His preference is to work with students with whom he is already familiar. Starting as his Teaching Assistant, by the time of the fellowship, they may have already worked with him for several years.

Ms. Dunsmore focused her remarks on recruiting and building a class. In SIS and at AU, she is one of many graduate program directors responsible for recruiting foreign Fulbrighters. American University has five colleges, at each of which is her counterpart in recruiting international students. Together they operate as a team.

She noted that the missions of Fulbright and SIS are closely aligned. SIS recruits about 3-400 students/year. She said she works closely with the Association of Professional Schools of International Affairs (APSIA), which connects 33 schools in the United States and 30 affiliated partners around the world. APSIA ranks SIS number 2 in number of international students and number 3 in terms of domestic students of color, reflecting AU's commitment to having a diverse community. APSIA meets as a group about once or twice a year and sets the recruiting agenda for global planning. This year, they received more than 300 applications, 60 of which are sponsored international student applications for SIS alone. Their complicated review process, includes close collaboration with partners IIE, Amideast and LASPAU to find the best fit. Deciding how best to employ cost-share is always challenging.

Ms. Dunsmore asked the Board to consider the cumbersome Fulbright one-year funding model. She said institutions find it frustrating to deal with one year full funding commitments from Fulbright, with zero subsequent funding for those students continuing to a degree. She observed that students stand a much better chance of completing their degree when funding is upfront and clear. At AU, that normally means funding a second year when the funding has been granted in the first year.

Ms. Aw said that her role is to coordinate the work of different offices on campus. She repeated the suggestion that Fulbright consider funding short-term study abroad. Their inability to study or intern in foreign offices of multinationals or NGOs puts Fulbrighters at a disadvantage relative to other students in schools such as SIS. She called for more opportunities to build stronger ties with entities such as the binational Commissions and EducationUSA.

The panel and Board discussed trends showing increases in international students across the university. They discussed cost-share practices, and how to more creatively make use of cost-share for both the institutions and the students.

The Chair applauded this panel for its insight and institutional commitment.

The meeting adjourned at 3:00 p.m.