Risk Management in International Education: Host and Visitor Concerns

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Risk Management in International Education:
Host and Visitor Concerns

A Presentation
for Faculty and Staff of
Tottori University
by
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Focus of this Seminar

- Internationalization
- Key Question
- Definitions, Concepts, & Resources
- Incoming International Students
- Outgoing Tottori Students
- Risks and Crises
- About Syracuse and Syracuse University
Internationalization
Evolution of international students in the U.S. - Influencers and shapers

- The cold war
- Paternalism and helping others (U.S. value)
- Emergence of regulations and restrictions
- Emergence of Professionalism (in the field of international educational exchange)
- Recognition of study abroad as an important element
- Advocacy leads to increasing numbers of International Students
- When the economy is bad in the U.S. international students increase
- 9/11 changes things, emergence of new economic powers, fragility of the world economy
- More nations get involved in International Education: partly a desire to preserve and promote one’s own culture, support the higher education sector, also for financial rewards.
Recognizing International Education at U.S. Colleges and Universities

The concept of recognition
- Belief it inspires others
- Leadership, being out in front
- Makes superiors proud (good behavior in the U.S.)
- Potentially leads to increased resources
- Leads office to continue and improve
Simon Awards – over 70 Institutions Recognized in past 7 years

Award Winners for Campus Internationalization
- Goucher College
- Nebraska Wesleyan University
- Pittsburg State University
- University of Illinois at Urbana-Champaign
- Valparaiso University

Spotlighted Schools
- Colorado State University
- Miami Dade College
- Webster University

Each School has something special to contribute to IE
Examples of Best Practices

University of Illinois at Urbana-Champaign

“…instead of leaving professors to their own devices when they head off to consult in Brazil or China, we’re trying to be more systematic and strategic about forming alliances with other universities in different parts of the world.” p. 16.

Illinois and NUS (National University of Singapore) “….already grant dual degrees…and are offering joint Ph.D. programs as well….students spend a semester on each other’s campuses, and do a three-month internship in both places with major corporate sponsors.” p. 19.

Nebraska Wesleyan University

“Senior Scott Llyod, 22, of Lincoln (Nebraska), a political science major and Japanese minor, studied at Swansei Gakuin University and also went to (faculty sponsored) trips to India and Sri Lanka. NWU hammers home the education abroad message as soon as freshmen arrive….Everyone is aware of it.” p. 32.
QUESTION

What are the INFLUENCERS and SHAPERS of international education in Japan?
Key Question for this Seminar
Risk Management:
How does an Institution Manage Services for Incoming International and Outgoing Japanese Students in Daily Life and Crises?
Role of the International Student Advisor in the U.S.

- Interface with U.S. Immigration Service to verify admission and visa eligibility
- Assist students with adjustment to the U.S. (academic, social, cultural)
- Needing more resources to respond to increasing numbers of international students
- Expanding the mission of the ISO to include campus and community advocacy
- Advocating the value of an international contacts and experience
- Collaborating on the organization of international functions in the institution
- Increasing institution to institution agreements abroad.
- Recognition of institutions that have internationalized their campuses
Does the International Office / Advisor function in this way in Japan?
DEFINITIONS and RESOURCES
Definitions

Risk - is a measurement of our perceptions, concerns, or fears as we think about a particular activity, event, or situation. Perceived risk varies between people and situations. Risk involves the potential damage in some way: physically, emotionally, psychologically. Or, fear of not succeeding. Institutionally it usually involves liability and legal issues; issues of responsibility.

International Education – Providing educational opportunities to people from other nations.

International Student – A person who travels outside of his/her home country to engage in education. Technically both Americans traveling to Japan and Tottori University students traveling outside of Japan can be considered international students. For the seminar purpose we will use Tottori as our base. Thus, incoming students will be from other countries to Japan. Outgoing students will be Tottori University students going to other countries.
Definitions continued

**International Student Advisor** – is a person who provides information, programs, and services designed to make the U.S. experience of international students' and scholars' as productive as possible. And, who works and advocates to bring the benefits of international educational exchange to their campuses, communities, and the world. And, who assists students and scholars in maintaining their legal status.

**Study Abroad Advisor** - is a person who recruits students for study abroad, and provides information, programs, and services to students accepted or studying abroad. Outgoing students.

**FSA and ISA:** In the early days (1948-1989) many people used the term foreign student and Foreign Student Advisor. However, many members of NAFSA felt that term had a negative connotation (even though the term is accurate). So the word *international* has steadily replaced the term foreign.
Key Resources


Profession of Foreign Student Advising

http://www.america.gov/st/educ-english/2008/April/20080519004234SrenoD0.1532404.html

Profession of Study Abroad Advising

Get link from NAFSA on this

It seems the first thing you want to know is what are the Risks!
RISK AND CRISES
Risk and Crisis

A risk is always assumed and accepted when incoming and outgoing faculty, staff, and have been accepted for and begins study or research at home or abroad. Risks include giving attention to institutional reputation, recourses, liability, and overall well-being. (Crisis Management in a Cross-Cultural Setting, page 13.)

By definition, a crisis cannot be prevented, but it can be prepared for. (Crisis Management in a Cross-Cultural Setting, page xxii.)

Crisis: In an International Education setting a crisis is an event or situation involving international students, faculty, or visitors to a campus in which the normal flow of problem solving is replaced by new processes that require increased and focused time and energy for its resolution; that which requires a broader participation from campus personnel, and community contacts.
Tottori View

Risk Management Definition - In the context of this manual, a risk or a crisis is a situation that is a serious problem or issue which has already occurred or which may happen related to the safety of Tottori University's foreign researchers and foreign students during their commissions or assignments in education, research works and clerical works at Tottori University or its affiliated institutions.

Predictable risks and crisis - Predictable risks and crises include the following.

- Victim or Perpetrator of a crime
- Serious Health Problem
- Victims of natural disaster, terrorism, incidents or, accidents and so on.
- Victim or Perpetrator of complaints
- Pursuing legal action
- Requesting compensation claims
The crisis management team is a group of university and community officials, offices, agencies, or organizations that work together to resolve a situation involving an international students or study abroad student. These include:

- Decision making offices
- Coordinating offices
- Supporting Offices

The team may also include other colleagues, staff members, and people who can be helpful in supporting efforts to resolve the crisis.
The management team is determined by what the office or individual provides:

- Information
- Assistance
- Guidance
- Interface

Your institutional protocols will determine who is contacted and when. However, events may speed ahead of many contacts. At some point coordination will have to kick in. Often via email or meeting.
Connecting Points for International Student Advisors

On-Campus Allies for Normal and Crisis Situations

Academic Affairs – Related to academic struggles of IS
Government Relations Office – Related to advocacy and regulations
Office of General Counsel – Related to legal help needed by your office/student
University Relations/Public Relations/Media Relations – Variety of purposes
Human Resources Office – Related to University policies and rules enforcement
Campus Security – Related to on campus events or difficulties
Administrative and Student Affairs - Related to many issues of student life

Campus Crisis Management Team – Invoked when a serious problem
Connecting Points for International Student Advisors

**Community Allies**

- Friendship Groups
- Home Country Cultural Groups

- Local Media
- Local Law Enforcement

To help students adjust and achieve their learning and personal goals

To promote programs or in cases of emergency

State Agencies: DMV

Federal Allies

Members of Congress from your district

Homeland Security

SSA

To provide advice, and to help you predict potential actions so that you can help the student understand the circumstances of his/her situation
Campus Security (verify the problem)
Crises Management Team
Families (contact when facts known)
Media (keep apprised as possible)
Campus Personnel (provide info and reassurance)
Academic Departments (as relates to classes and student responses, provide them with grief response info)
Counseling or Grief Management Function
How do you get to this point?
Risk Management of Crises

Pre-Crisis
• Identify the functions that should serve on a crisis team (external to your office it is more by function than by person)
• Understand the crisis protocols (a written document will help, but make it flexible not in stone)

Crisis
• Use protocols to enable crisis team
• Establish a point person
• Maintain communication channels
• Keep crisis log

Post-Crisis
• Review responses to the crisis events
• Identify areas for improvement
• Update protocols as necessary
Daily Life and Risk Management for International Students: Host and Student Visitor Concerns

Two Directions, Two Types of Student Visitors

- Incoming (from other nations)
- Outgoing (TU students studying abroad)

Host is defined as:

- TU faculty, staff, and students, and community
- Study Abroad Partner faculty, staff, and students, and community
1. Required condition for risk management in internationalization of university, organization etc.
2. Supporting system on international program
3. Development human resources in int’l service staff, ability, license, training program, etc..
4. Case studies on risk management
Supporting System for International Programs
Supporting System for International Programs
For
Incoming and Outgoing Students

Who is the first contact person for a crises?
Second?……..Third?

How is a Crisis Support Team established and managed?

What roles are required?
1. Personal needs and desires
2. Requirements: Federal, State, Local, University

http://international.syr.edu/

**Living in Syracuse**
- Life at SU
- Social Security
- Taxes
- Centro Bus System
- Getting settled in Syracuse
- Off Campus Housing
- Orange Housing

**Housing**
- Financing and Banking
- Driving in the U.S.
- Owning/Renting a Car
- Telephone Service
- Bringing Dependent Family Information
Areas to Plan For

- Enrollment
- Academic Year
- English Proficiency
- Academic Success
- Social Activities
- Religious Activities
- Advising and Counseling
- Personal Health
Connecting Points for International Student Advisors

*On-Campus Allies*

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To help students adjust and achieve their learning and personal goals

To promote programs or in cases of emergency

State Agencies:  DMV
Federal Allies
   Members of Congress from your district
   Homeland Security
   SSA

To provide advice, and to help you predict potential actions so that you can help the student understand the circumstances of his/her situation
Structures to Support International Students on Campus

- International Student Advising – handling any question at any time
  - Duration of stay regulations – subset of above
- Admissions – Acceptance to Institution
- Registrar – Enrollment
- English as a Second Language – Testing
- Counseling for emergencies
- Housing – on and off campus
- Health Services and Health Insurance
- Financial – for problems
- Peer Educators – to help with new-comers
- Programs – social, educational, cultural
- Academic Departments or Division Heads
- Campus Security Department
- Public Relations Office
- Government Relations Department
- Office of General Counsel
- Student Affairs Division
Approaches of an International Office to Student Adjustment
ELI AND SCIS SIMILARITIES

Care with initial Arrival and continuing Daily Life Issues
Supporting Institutional Concerns about the Presence of International Students

• Crisis Management
• Academic Integrity
• Successes: Learning, Academic, and Personal

Leadership in dealing with crises
ELI and SCIS
Different Processes, Similar Functions

• The International Student Office
  • Focus of student is on a degree
  • Focus of office is to help student adjust to the U.S. but also become independent in that process
  • Welcomes 650 new international students between May – September.

• The English Language Institute
  • Focus of student is on language
  • Focus of Institute is creating a comfortable condition for learning language, and adjusting to the U.S.
  • Welcomes 75-100 students for Summer.

• Orientation is similar. Welcoming Processes are different
Syracuse University Offices within Student Affairs

- Center for Career Services
- Community Darkrooms
- Light Work
- LGBT Resource Center
- International Services
- Office of Multicultural Affairs
- Counseling Center
- Health Services
- Office of Prevention Services
- Department of Recreation Services
- On & Off-Campus Living
- Office of Learning Communities
- Office of Residence Life
- Parent & Family Services
- Early Education & Child Care Center
- Parents Office
- Student Activities & Involvement
- Office of Student Life
- Student Centers & Programming Services
- Student Assistance
- Dean of Students Office
- Office of Judicial Affairs
- The First Year Experience
THE STUDY ABROAD SECTOR
Some Components of Study Abroad
http://suabroad.syr.edu/interested/
Some Components of Study Abroad

1. Interested Students
2. Accepted Students
3. Parents
4. Faculty
5. Study Abroad Advisors*
6. Alumni
7. Institutional Rules and Responsibilities

* Study Abroad Advisors from other institutions place their students in your Study Abroad program
Study Abroad Tips

Look for study abroad advice from the U.S. State Department. 
https://travelregistration.state.gov.

SU Abroad Handbook: 

Questions by students accepted to go abroad: 
See SU abroad site.

Does the Japanese Ministry of Foreign Affairs have similar advice? How about other Universities?

Compare all of their FAQs:
1. Interested Students
2. Accepted Students
3. Parents
4. Faculty
Developing Human Resources of Int’l Service Staff
# Matrix for Understanding Risk Concerns

<table>
<thead>
<tr>
<th>Incoming Concerns (b)</th>
<th>Outgoing Concerns (c)</th>
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<tbody>
<tr>
<td>• Compliance with immigration regulations</td>
<td>• Effective Program Planning</td>
</tr>
<tr>
<td>• Appropriate Orientation topics</td>
<td>• Crisis Management Protocols Understood by staff and managers</td>
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<td>• Trained staff to handle the work flow, especially in a crisis</td>
<td>• Identifying key people as “go to” people in times of a emergency or crisis</td>
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<tr>
<td>• Understanding of Crisis management processes</td>
<td>• Pre-departure preparation of sojourners</td>
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<tr>
<td>• Confidence in the support of the institution and in people who would be members of the Crisis Team</td>
<td>• Post-arrival orientation of sojourners</td>
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<td></td>
<td>• Maintaining Communication linkages with program leaders and sojourners</td>
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(a) Those concerns identified are key concerns, not all concerns
(b) Incoming refers to incoming international students
(c) Outgoing refers to TU students studying abroad
Developing Human Resources of Int’l Service Staff

Mindsets
Being a Generalist means someone who can respond appropriately to any crisis
Sharing information (Open yet guarded) difficult. Who needs to know and why?)

Knowledge
Key pieces: insurance, immigration, cultural issues, student affected

Skills (list a few)

Training (what should this include?)
SLIDE BELOW ARE EXTRAS OR INFORMATION THAT MIGHT NEED TO BE ADDED TO SLIDES ABOVE
Crisis Management in a Cross-Cultural Setting
A Syracuse View

- Catastrophes
- Disasters
- Political Circumstances
- Financial Circumstances
- Mental Health
- Racism
- Violence
- Harassment
- Sexual Issues
- Crimes
- Death of a Student
- Check for legal action

There is no way to prepare for every crisis that may occur. Nor is there a way to define when a crisis will occur. A very innocent discussion could lead to a crisis. Such as spousal abuse.
Risk, Crisis, Concern, Issue

Not all are the same

Different Intensities

Different approaches to resolution

For example:
  Heart Attack vs. Broken Arm
  Bad Cold vs. Avian Flu
  Late to Destination vs. Airplane crash
Case studies on risk management

Who is in control of the situation?

Crisis: Violent death of a student.

Initially all calls came to ISO (International Student Office).

An upper level administrator wanted to be in control.

Upon his demand, ISO referred all calls to him for his decision.

He found out 99% of the questions involved knowledge of the ISO staff.

He relinquished his demand, when he realized that the ISO was best suited.

The ISO agreed. The Crisis Management Team (including the Administrator) made better decisions.
The Syracuse University Environment

Campus

Adjacent Businesses

The City of Syracuse
Demographics
Geography
Housing
Downtown
Malls
Recreation
Rather than use the term “risk” to define the content and process of admitting, educating, supporting, and engaging foreign students, the institutions in the U.S. and in other western nations conceptualize this activity in a different framework. Are we within the legal and ethical parameters? Philosophical: Risk means that something bad can happen. (the glass is ½ empty) Or Risk means that knowledge of the compliance issues, so we can focus on the good. (the glass is ½ full)

One of utilitarianism, efficiency, generally use international office management. There are risks to be sure, but these are second in priority to the adjustment of the student. They always exist in the background as a potential overlay to the daily activities.
Mind Set Regarding International Students in the U.S.

International vs Foreign

Adjustment vs Risk

Inclusion vs Separateness

Understanding vs Processing
What Japan needs to know….

Risk is associated with quality control.

Competition vs. Collaboration in maximizing quality

Avoidance of risk may reduce creativity
What Japan needs to know….

Risk is associated with quality control.

Competition vs. Collaboration in maximizing quality

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ABOUT SYRACUSE AND SYRACUSE UNIVERSITY
What are your concerns?

Welcoming Processes
- ELI
- SCIS

Campus Life
- Map of Campus
- Photo Tour
- Off Campus
- Downtown
- Pyramid Mall

SCIS Website for information
http://international.syr.edu/

Aerial Photo of Campus see Travel Guide under Living In Syracuse, on SCIS webpage

Key locations:
- ELI: 47
- Marshall Street 42
- Sheraton Hotel 44

http://emc.syr.edu/tour/new/list.html
Collaboration

Health Services
Registrar’s Office
Housing Office
U.S. Immigration Service
English as a Second Language Department
Admissions Office
Academic Departments
Counseling Center
Public Safety Office
Others administrative offices as needed
Student – is a person who has a F-1 student visa or a J-1 student visa category

Scholar – is a person who has a J-1 short-term visitor visa category