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## Annual Report, 2015

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ANNUAL REPORT  
GRADUATE SCHOOL AND INTERNATIONAL EDUCATION  
CALENDAR YEAR 2015

## EXECUTIVE SUMMARY

In July 2015, GSIE welcomed its first-ever Associate Dean for International Education, Dr. Curt Rom. For the 2015-2016 academic year, Dr. Rom served in this role on a part-time basis, but brought considerable value to the role. Dean Needy continues to play a leadership role within her profession and in the graduate school/international education community. DeDe Long, Director of Study Abroad and International Exchange, brought great visibility to the University of Arkansas when she chaired the NAFSA meetings in Boston – this conference had over 10,000 attendees. Other honors earned by our staff are listed in this report.

## SIGNIFICANT ACHIEVEMENTS AND CHANGES

Notable achievements and changes during calendar year 2015 include:

- Curt Rom was hired as a half-time Associate Dean for International Education, the first time we have had such a role in GSIE.
- DeDe Long chaired the 2015 NAFSA meetings in Boston – this is the largest international educators conference in the world.
- Dean Needy earned the following awards in 2015:
  - Advisor to Rufaidah Al-Maian winner of the *American Society for Engineering Management 2015 Engineering Management Dissertation Award*.
  - 2015 IE Joint Publishers Book-of-the-Year. This award recognizes an outstanding published book that focuses on a facet of industrial engineering, improves education or furthers the profession. Those awarded included: John White, Kellie Grasman, Ken Case, Kim LaScola Needy, and David Pratt, for their textbook: *Fundamentals of Engineering Economics Analysis*.
- Yassaman Mirdamadi, Director of Testing Services, received the Service Recognition Award for Professional Contributions to the National College Testing Association.
- The Office of Testing Services applied to be certified by the National College Testing Association.
- The ASG Graduate Student Congress was awarded the 2015 NAGPS South Central Region Member of the year award.
- Dean Rom was chosen as an exceptional faculty member by the Honors College.
- The Office of Testing Services tested approximately 12,000 students and prospective students who were satisfying admission/degree requirements at the U of A and other institutions, a 7% increase over last year, and provided proctoring services for 128 individuals, a 30% increase over the past year.
- The Office of Sponsored Students received the 2015 LASPAU University Award
- Karl Anderson, International Recruiter, was named the Arkansas State Representative for NAFSA Region III.
- Amanda Cantu, Director of GSIE Communications, led our first 3MT (three-minute thesis) competition, replacing our previous graduate student poster competition.

- In Fall 2015, we enrolled eight Southern Regional Education Board Doctoral Scholars, 52 Distinguished Doctoral Fellows, and 184 Doctoral Academy Fellows; five of the DDFs and seven of the DAFs also hold NSF graduate fellowships.
- The U of A enrolled 1,545 international students in Fall 2015, 20 more students than in Fall 2014, which was itself a record. The countries sending the largest number of students were China, Panama, India, Brazil, Saudi Arabia and Bolivia. In addition, there were 291 international scholars.
- The Ph.D. program in Cell and Molecular Biology was the largest doctoral program on campus in Fall 2015 enrollments.
- Long-time director of Environmental Dynamics, Steve Boss, stepped down and was replaced by Peter Ungar, Distinguished Professor of Anthropology.
- A record number of graduate students in Space and Planetary Sciences were selected to give oral presentations at the annual Lunar and Planetary Sciences Conference; an achievement of note because only about 20% of all abstracts are chosen for oral presentations at this conference based on their contribution to lunar and space research.
- The interdisciplinary Ph.D. program in Public Policy continues to recruit new faculty members, strengthen the curriculum, be more selective in the admissions process, encourage growth and development in the area of faculty-student research collaborations, and develop strategies for placing program graduates in faculty and practitioner positions. The program has had excellent success placing students regionally; and has expanded their employment reach to (1) colleges and universities that are outside of our immediate region and (2) institutions in tiers that are at and/or just below the tier in which the University of Arkansas is positioned.
- We welcomed 19 new PAPSS scholars (from Panama) to campus in January 2015, bringing the total number of scholars to 108; of those 108, 10 are enrolled at SILC.
- The Office of Graduate and International Admissions processed over 8,000 applications and implemented new workflow automations.
- We began a refreshment of our 3-year-old Strategic Plan.
- The Office of Study Abroad and International Exchange continued another year of record growth in number of students participating in study abroad annually, with 1,022 students studying abroad in 48 countries during the 2015-16 academic year, a 13% increase from the previous year. Study-abroad participation increased in almost every college.

## PROGRESS AND ACCOMPLISHMENTS

Within GSIE, progress and accomplishments must be judged against School goals, which provide the framework for this report.

**Goal 1:** Advance the visibility and reputation of the University of Arkansas within the nation and around the world and promote the UA as a destination of choice for students and scholars.

Goal 1 is achieved when members of the GSIE team carry our message to target audiences locally, domestically and internationally. In addition to accomplishments and activities mentioned previously in this report, this goal was addressed in calendar year 2015 in the ways listed below:

- Dean Needy and DeDe Long visited Panama.
- Dean Needy traveled with Provost Ashok Saxena to Japan to attend the 70<sup>th</sup> anniversary of Kansai Gaidai University. The U of A was the first United States exchange partner with Kansai Gaidai.
- Dean Rom visited the Rome Center to study the potential for expanding academic programs and enhance opportunities for students and faculty.
- Press releases were carried by local, national and international news outlets and graduate student research was featured in the spring issue of *Research Frontiers*.
- We hosted EducationUSA advisors from Bolivia.
- We hosted academic officials from USMA/Panama as part of the *100,000 Strong in the Americas* initiative.
- Cameron Caja, Visiting Student Program Coordinator, presented at a Study Abroad Foundation Seminar in Beijing.
- Lynn Mosesso, Director of Graduate and International Recruitment and Admissions, attended the EducationUSA Forum 2015, Washington DC; the Conference of Southern Graduate Schools, New Orleans; Hobson's University, San Antonio.
- Kayla Anderson attended the AACRAO International Education Services Summer Institute for international credential evaluation training, Washington DC.
- Chris Serio attended the AACRAO International Education Services Winter Institute on international transfer credit practices, Washington DC.
- Kayla Anderson, International Credential Evaluator, and Chris Serio, International Credential/Transfer Credit Specialist, participated in the World Education Services webinars on education in Iran, Brazil, and South Africa.
- Karl Anderson continues to serve as the Arkansas State Liaison through 2016. In February 2015 he attended the NAFSA Region III Leadership Team meeting in Norman, OK. On April 17, 2015 Karl organized and presented the NAFSA Arkansas State meeting, held at the University of Arkansas-Ft. Smith.
- Curt Rom graduated from the APLU-sponsored Food Systems Leadership Institute and participated in the annual APLU conference for recognition, including the international education section.
- Several staff presented at the national and regional NAFSA conferences.
- Dr. Adnan Al-Rubaye, Associate Director of Cell and Molecular Biology, and the Office of Sponsored Students laid the foundation for several new MOUs
- Domestic graduate recruiters attended events at more than 70 schools and conferences to promote the U of A as a destination of choice.
- The Office of Graduate Student Retention and Graduation and GSIE Communications promoted GSIE through multiple newswire articles, press releases, on-campus print media and social media outlets, grew the audience for the GSIE social media accounts, developed promotional graphics to display on the GSIE television monitor and launched a new webpage for the Office of International Students and Scholars. Press releases were picked up by local and international news outlets (e.g. an article about *WATT Glass* was featured in *Arkansas Business* and an article about the U of A's MOU with the University of Koya was publicized in multiple Iraqi news outlets, including *Iraq Business News*). An article written by Amanda Cantu about graduate student research was used as the student research feature in the University of Arkansas *Research Frontiers* publication.

**Goal 2:** Initiate and maintain strong connections with, and advocate for graduate, international, and study abroad students and scholars from the time of initial inquiry through post completion.

Goal 2 is achieved when we are successful in building mechanisms for helping our students succeed with their own educational goals.

- Approximately 300 students attended the New Graduate Student Orientation in August 2015, while nearly 250 students attended the Teaching Assistant Orientation. In Spring 2015, 145 international students attended the international student orientation and 243 attended the Fall orientation.
- The Office of Graduate Student Retention and Graduation organized multiple events to help maintain connections with graduate students; in addition to the Teaching Assistant Orientation and the First Year Graduate Student Orientation, some events included the Graduate Student Family Picnic, the 3M Thesis competition, and Graduate Education Week activities.
- We helped coordinate the largest All-University Commencement ceremony in University of Arkansas history, with roughly 1,300 students applying to participate in the December 2015 ceremony.
- The Sponsored Students office assisted Bryan Hill, Assistant Dean of Engineering in his quest to host an REU for Brazilians who are sponsored by the IIE/Brazil Science Mobility Program. This REU successfully took place on May 18 – June 20, 2015. The Office also hosted and organized the MOU signing for the University of Sulaimani Delegation Visit – April 13-15, 2015; the University of Basrah Delegation Visit – May 20 -21, 2015; the University of Koya Delegation Visit – June 8-9, 2015. These MOU signing delegation visits were initiated by Dr. Adnan Al-Rubaye, Associate Director of the Cell and Molecular Biology Program.
- Mykel Wallace, Foreign Student Advisor, assisted the Dean of Students to reach out to the Islamic Center of NW Arkansas to ensure the safety of Muslim students, especially those who are easily identified by dress, as tensions rose in the U.S. caused by acts of terrorism in the West, the presidential campaign, and the continued war with the Islamic States of Iraq and Syria (ISIS).
- The Office of International Students and Scholars offered three field trips (to Tahlequah, Little Rock, and Eureka Springs) and 142 international students participated in these trips.
- A total of 152 students actively participated in the International Culture Team and an additional 310 students/scholars presented in one event; these students represented 69 different countries.
- The Office of Study Abroad and International Exchange hosted twice-weekly *Hogs Abroad 101* study abroad information session with an estimated 650 students attending one of these information sessions, up by an estimated 25% from 2014. The office also hosted a campus-wide **Study Abroad Fair** which attracted hundreds of students. Approximately 75 UA faculty and staff, more than 50 student volunteers, and representatives from 16 outside program providers participated.
- The University sponsored International Education Week (IEW) as part of the State Department national IEW program, with 33 events sponsored by 27 organizations/departments on campus.

**Goal 3:** Actively seek to promote and strengthen strategic relationships with partner institutions, academic units, university departments and the community.

Goal 3 is achieved when we are successful in partnering with organizations, groups and individuals on our campus, in the region and across the world, to improve our relationships to meet the goals of GSIE

- Full implementation of paperless workflow for the graduate and international admissions process was completed. UA faculty and staff may view applications and associated documents, graduate programs may set up and manage their own degree program application requirements checklist; applicants now have the ability to upload documents directly to UA Connect and check on the status of their application, and graduate coordinators may admit/deny directly in UAConnect.
- Cameron Caja visited the China, Korea, and Japan offices of the Study Abroad Foundation in an effort to strengthen the University of Arkansas' relationship with their visiting student programs. He also visited the Tokyo office of NCN, our partner for degree-seeking undergraduate students in Japan.
- 188 international students and scholars were matched to 152 families and individuals from the NW Arkansas region in the Friendship Family Program; results from the December 2015 survey of hosts indicated that 89% of matches met monthly or more.
- Sixty-eight international students were matched with 60 domestic students in our Campus Cousin program; results from the December 2015 survey of Campus Cousin hosts indicates that over 62% of our Campus Cousins met monthly or more after being matched in 2015.
- The iFriend program implemented 16 events during the 2015 Spring and Fall semesters with a total of 1,905 participants consisting of international students, scholars and their families, domestic students, local families and individuals.
- The Office of Study Abroad and International Exchange improved the review process by the International Education Advisory Council (IEAC) for all faculty-led short-term study abroad programs; revised the Emergency Response Plan for all faculty-led study abroad programs to include new procedures for incident reporting; held study-abroad faculty training meetings in the fall for faculty leaders preparing to recruit for their programs and again in the spring for faculty preparing to leave with student groups in the summer; significantly increased outreach efforts to increase the diversity of our student enrollment in study abroad; established a competitive process for the selection of student peer advisors and organized training sessions for them in the fall and spring; established new partnerships with 10 overseas institutions of higher education; and received an additional non-classified staff position to respond to the greater demand for faculty-led programs and risk management.
- The Office of Testing Services partnered with colleges and campus units to assist with special proctoring requests, scheduling and administering tests based on their need; contributed to the retention and graduation of students with disabilities by providing a testing environment which is conducive to optimal performance and success of these students; partnered with the Center for Educational Access and provided for ADA accessibility, including assistive furniture, devices and allowing service animals.

- Members of the Office of Retention and Graduation travelled to multiple academic departments to present information about the thesis and dissertation submission processes to students and faculty; held informational workshops for graduate coordinators and departmental staff who work with graduate students; hosted appreciation luncheons for graduate coordinators and teaching assistant supervisors; collaborated with the Honors College to co-host a meeting of University Relations staff and campus communicators to provide more information about the operations of both the GSIE and Honors College units; coordinated with the Registrar's Office, Athletics, Facilities Management, Bookstore, University Relations and colleges across campus to organize both the fall and spring All-University Commencement ceremonies.
- GSIE began hosting meetings each semester with academic deans to advance graduate and international education on our campus. Associate Dean Patricia Koski and Amanda Cantu continue to work in close partnership with the Graduate Student Congress.
- The International Education Advisory Committee provided institutional review of all faculty-led study abroad programs and provided a venue for sharing information on international education activities across all academic colleges.

**Goal 4:** Serve as the central unit for tracking international education mobility.

Goal 4 is achieved when we are successful in promoting the safety of UA students, faculty and staff as they participate in international education activities.

- The Office of International Students and Scholars completed the Institute of International Education Open Doors annual international student and international scholars reports; assessed the welfare of Nepalese students and their families after the earthquake; provided support when students had medical emergencies or were in personal crisis; assisted students in finding legal counsel with public intoxication charges that will affect their visa applications in the future; updated Homeland Security with academic enrollment and address information for all F and J-vis students and scholars.
- Ebola and TB continued to be of concern with students traveling to countries where they could easily be exposed to these communicable diseases and then return to the U.S. as carriers.
- Our Study Abroad and International Exchange Office continued to play a central role in providing information about student and faculty location and well-being following terrorist attacks around the world.
- The Study Abroad and International Exchange Office managed the registry for international travel of all students, faculty and staff and asked the International Education Advisory Committee to review proposals for travel to countries on US Department of State warnings.

**Goal 5:** Adopt an enrollment management plan to meet university goals.

Goal 5 is achieved when we increase the quantity, quality and diversity of our graduate and international applications and admissions and students enjoying international experiences.

- Increase the number of quality graduate applications: In Fall 2015 compared to Fall 2014, domestic graduate applications decreased by 12%. Applications from international graduate students increased by 2%.
- Increase the number of quality international applications: In Fall 2015, there were 1,149 applications from international graduate students compared to 1,123 in Fall 2014. International undergraduate applications increased from 1,016 in Fall 2014 to 1,047 in Fall 2015.
- Increase the diversity of applications: The countries sending the largest number of students were China, Panama, India, Brazil, Saudi Arabia, and Bolivia. Much of the growth in numbers came from the increase of sponsored visiting students from Brazil and the undergraduate degree seeking students from Panama. In Fall 2015, we enrolled eight Southern Regional Education Board Doctoral Scholars, 52 Distinguished Doctoral Fellows, and 184 Doctoral Academy Fellows; five of the DDFs and seven of the DAFs also hold NSF graduate fellowships.
- Increase the percentage of enrolled international undergraduate students: International undergraduate students comprised 3.74% of the undergraduate population in Fall 2015 (829 students out of 22,158 total undergraduate students), an increase of 2.3% (19 students) compared to Fall 2014.
- Increase the percentage of enrolled international graduate students: International master's student enrollment decreased from 11.7% of the total master's enrollment in Fall 2014 to 11.0% of the total master's enrollment in Fall 2015 (279 international master's students out of 2,538 total master's students in Fall 2015). International doctoral student enrollment increased from 31.9% of the total doctoral enrollment in Fall 2014 to 32.5% of the total doctoral enrollment in Fall 2015 (428 international doctoral students out of 1,316 total doctoral students in Fall 2015).
- Increase the percentage of graduate students: Fall 2015 graduate enrollment was 4,221, a 5% increase over Fall 2014; the enrollment of graduate students increased from 15.3% of the total University census in Fall 2014 to 15.8% in Fall 2015.
- Increase the percentage of graduating seniors integrating a significant international experience into their degree programs: In the 2015-16 academic year, 1022 students studied abroad, a 13% increase from the year before.
- Increase the number of sponsored students to 20% of the international headcount enrollment by 2020: The 330 enrolled sponsored students in Fall 2015 represented 21% of the international headcount.
- Increase the number of enrolled visiting students to 125 each semester: There were 130 enrolled visiting students in Fall 2015.
- Maintain an average of 120 countries represented in the international student population and strengthen the enrollment from countries with less than 10 students on campus: In Fall 2015, there were 113 countries represented by our international students and in 2015, there were 51 countries represented by our international scholars.
- Increase the number of outbound UA students enrolling in reciprocal exchange programs to 15% of the total study abroad population per year by 2020: 47 students were enrolled in reciprocal exchange programs in 2014-15 as compared to 45 students in the previous year. Our number of students enrolling in reciprocal exchange programs has leveled off, mostly due to an increased interest in short-term summer and intersession programs over semester or year-long programs.



- We contracted with consultants, Ruffalo Noel Levitz, to provide advice on a strategic approach to graduate recruitment and enrollment.

**Goal 6:** Facilitate the development and management of innovative and educational graduate, international, and interdisciplinary programs.

Goal 6 is achieved when there is growth in both the participation in and graduation from innovative graduate and international programs, particularly those which are interdisciplinary; and when our interdisciplinary degree programs are robust.

Fall 2015 enrollment in interdisciplinary graduate programs was 253, a 1.6% increase over Fall 2014. In the 2014-15 graduation year, GSIE awarded 26 interdisciplinary master’s degrees, 2.2% of the total master’s degrees awarded, and 32 interdisciplinary doctoral degrees, 18.5% of the total doctoral degrees awarded. The break-down of degrees granted by interdisciplinary degree program is:

| CEMBMS | CEMBPH | ENDYPH | MEPHMS | MEPHPH | PUBPPH | SPACMS | SPACPH | STANMS |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 5      | 6      | 4      | 18     | 7      | 13     | 1      | 2      | 2      |

**In Cell and Molecular Biology:** Cell and Molecular Biology continues to grow enrollment with 24 master’s and 70 Ph.D. students enrolled in Fall 2015. This made Cell and Molecular Biology the largest doctoral program on campus. Program participants (faculty and CEMB students) reported \$18,843,205 in continuing grant support, \$3,294,869 in new grant support, 47 peer-reviewed publications, 112 presentations/seminars and 14 honors/awards for current graduate students for presentations at national and regional meetings.

**In Environmental Dynamics:** The long-time director of the Environmental Dynamics (ENDY) program, Steve Boss, stepped down this year and was replaced by Peter Ungar, Distinguished Professor of Anthropology. Dr. Ungar began an effort to broaden participation in the program across campus. There has been considerable enthusiasm for this effort.

ENDY-associated faculty earned \$3,155,497 in external funding. Faculty who are directly working with ENDY students brought in 97% of those funds (\$3,065,018).

In Fall 2015, there were 38 ENDY Ph.D. students. ENDY students were directly involved with external grants for \$394,494 this past year; these students published three books and book chapters, 14 refereed articles, and presented 39 oral presentations and six posters.

This year students in ENDY earned awards including an NSF GRF and two Sturgis Fellowships for study abroad. Also, a student was awarded a Society of Ethnobiology Graduate Research Fellowship and another was awarded a full scholarship from the government of Panama to study at the University of Arkansas.

In addition, each of the following opportunities was offered to ENDY students:

- Invitation to the White House to brief the President’s Climate Advisor;

- Participating on the Reporting and Technical Guidance Documents Task Force for the United Nations Environmental Program, Climate and Clean Air Coalition to Reduce Short Lived Climate Pollutants, Oil & Gas Methane Partnership;
- Working with the Jordanian Department of Antiquities and UNESCO on rock art stability in Wadi Rum, Jordan;
- Serving as the International Agriculture Development Adviser, Engineers Without Borders - Columbia University Student Chapter, Soroti, Uganda;
- Invitation to help assess the threat to the Buffalo River posed by placement of a CAFO hog farm near the River.

**In Microelectronics-Photonics:** The Microelectronics-Photonics (uEP) program was pleased to enroll six active DAF awardees in Fall 2015. Sixteen students – a record number – took the  $\mu$ EP PhD candidacy exam in spring 2015. Eight of fourteen students who took the exam for the first time passed; one of two students who took it for the second time passed. The student who failed for the second attempt was removed from the Ph.D. program, but was able to complete a non-thesis MSEE degree based upon coursework already taken. Ten undergraduate students from eight universities participated in the summer 2015 second year of the current Microelectronics-Photonics NSF REU. Two students from the summer 2014 program enrolled in  $\mu$ EP in fall 2015. Students from the 2014 REU contributed as co-authors to eight publications/presentations including three as first author.

The Industrial Advisory Board meeting was held October 25-26, 2015 in Fayetteville with seven board members from industry attending. The meeting was held in conjunction with a SEMI Professional Development Seminar on Monday afternoon, October 26, to inform students of career opportunities in high tech. Semiconductor Equipment and Materials International (SEMI) is a global industry association of companies that provide equipment, materials and services for the manufacture of semiconductors, photovoltaic panels, LED and flat panel displays, micro-electromechanical systems (MEMS), and related micro and nano-technologies.

**In Public Policy:** In 2015, PUBP students published or had accepted for publication 16 peer-reviewed journal articles and presented 24 conference papers. In 2015, program faculty published or had accepted for publication 41 articles and four books. Program faculty and students were PIs, Co-PIs, or collaborators on over \$5,000,000 in grant funding. Students exiting the program continue to be placed in excellent positions. In 2014 and 2015, placements for PUBP graduates included tenure-track assistant professor positions at Kent State University, King AbdulAziz University (Saudi Arabia), New Mexico State University, Northeastern State University, Philander Smith College, Universidad del Norte (Colombia), University of Cincinnati, University of Illinois-Springfield, and University of North Carolina-Asheville.

Several changes have been implemented over the past few years. Professor Jennifer Henk (AFLS) has joined the Family Policy specialization faculty. Professors Julie Hoff and Thomas Kippenbrock (COEHP) have joined the Health Policy specialization faculty. A student representative now serves on the PUBP faculty/governing committee. A new public policy analysis course (PADM 5913 Policy Analysis: Theory and Practice), will be offered once a year through the Department of Political Science. Beginning fall 2015, PUBP 6013 (Theories of Public Policy) replaced PLSC 5163 in the public policy core curriculum. To assist with

recruiting and retention, PUBP (1) voted to create a social work track within PUBP; (2) as part of a university-wide initiative, developed and submitted Academic Program Assessment Reports for 2014 and 2015; and (3) posted a link to job placement data on the PUBP website. The program continues to work with GSIE and the Development Office on strategies for the current capital campaign.

**In Space and Planetary Sciences:** The principal objective of the Space and Planetary Sciences program is to train doctoral-level students to enter government, academic, and industrial research organizations involved in space and planetary research. To this end the graduate students in the program work closely with the faculty on a great diversity of research projects funded principally by NASA, along with support from the Arkansas Space Grant Consortium (ASGC). In 2015 the faculty collectively secured 21 competitively funded grants from a combination of these agencies to the value of \$1,778,332.

Based on these research endeavors, graduate students in this program published seven refereed journal articles and gave 14 oral conference presentations. They also presented multiple conference posters.

The principal annual conference attended by graduate students in the program is the Annual Lunar and Planetary Sciences Conference held in The Woodlands, Houston every Spring. In 2015 a record number of graduate students gave oral presentations at this conference, an accomplishment of considerable note as only about 20% of all abstracts submitted to the conference are chosen for oral presentation, based on the significance of the contribution to lunar and space research.

**In Statistics and Analytics:** The Statistics and Analytics (STAN) MS program was approved by the ADHE to admit students in August, 2014. That fall semester the program had 11 students enrolled in the program. STAN affiliated faculty and staff numbered 56 (from 20 University of Arkansas departments/units) in December, 2015. Total active enrollment at end of fall semester, 2015, was 22 students.

Two students graduated in December 2015 (both in the Computational Analytics concentration). One is now working on a PhD in Mathematical Sciences (Statistics option) at the University of Arkansas, and one is employed as a Data Scientist in Northwest Arkansas.

Ongoing work toward (i) a STAN Graduate Certificate, (ii) making STAN “tracks” official ADHE recognized “concentrations,” and (iii) achieving ADHE approval for online degree offerings, was begun in 2015.

**Goal 7:** Develop resources as needed to meet the goals of the GSIE.

Goal 7 is achieved when efforts have been made to launch a successful development campaign.

- Dean Needy continued development of a capital campaign committee (with the Vice Provost for Research and Economic Development); the committee met twice in 2015.
- GSIE increased our external and internal promotion of our accomplishments.

- Dean Needy and Joe Euculano, Director of Development for University Relations, visited numerous alumni locally in Fayetteville as well as in Little Rock, Boston and Austin. GSIE was added as a choice for the Annual Giving Campaign and is now part of routine phone canvassing.