



Geographical + Community Expansion

Executive Summary

Total Number of Sessions: 6 sessions; 3 with Faculty, 3 with Staff

Date	Modality and Location	Audience	# of Participants	Total # per audience
March 23 rd , 2023	Virtual	Faculty	12 faculty	36
March 27 th , 2023	In-Person, LPC	Faculty	14 faculty	
April 17 th , 2023	In-Person, Loop	Faculty	10 faculty	
March 23 rd , 2023	Virtual	Staff	30 staff	70
March 27 th , 2023	In-Person, LPC	Staff	17 staff	
April 19 th , 2023	In-Person, Loop	Staff	23 staff	
Geographic + Community Expansion Total Participants:			106 community members	

Faculty Discussion Questions:

1. What obstacles (organizational, policy, process) impede our ability to strategically access local and global markets?
2. What local, national, and global markets should we target?
3. What would change if we were successful?

Staff Discussion Questions:

1. What programs at DePaul model geographical and community engagement well?
2. What obstacles (organizational, policy, process) impede our ability to strategically connect locally and globally?
3. Who are the external stakeholders we need to engage?

Narrative of the efforts:

The President or Chief of Staff began each session by welcoming the group and introducing the initiative. They asked the community to think about how we can connect the power of our existing work to the city of Chicago to make us partners as the city designs its cultural, economic, and social justice renaissance. In addition, leadership wanted them to consider fortifying and scaling our interdisciplinary capabilities with global perspectives to attract diverse backgrounds and experiences of individuals across the world.

After the introduction, we split into small groups of about 10 community members, either in person or through Zoom break-out rooms, to respond to the topic’s discussion questions. Each

small group discussion was facilitated and documented by a member from the offices of the President or Continuous Improvement.

Faculty discussed the benefits of dynamic tuition pricing to make DePaul more financially competitive in global markets and acknowledged the financial realities of international regions from which we'd like to recruit students. They also expressed the need for resources, support, and a framework to pursue partnerships outside of DePaul. Currently, the burden is falling upon the person who established the relationship, so if that employee leaves, the partnership dissolves as there is nothing built into our process to maintain it with other resources.

Staff identified numerous existing programs that engage with local, national and global communities well, but also commented that there could be overlap or competition for resources because of our siloed nature. Every staff session addressed the lack of awareness for the current community partnerships and that is preventing the institution from expanding these efforts in a strategic, thoughtful way.

Recommended Initiatives to design our Geographic + Community Expansion:

We documented over 500 pieces of feedback in response to the Geographic + Community Expansion discussion questions. From this feedback, 23 overarching themes represent most of our community's thoughts on the current obstacles, ideas of markets DePaul should target or external stakeholders we need to engage, and existing DePaul programs that already do great work. We converted the themes into 27 recommended initiatives that address changes to our internal policies and procedures as well as contribute to the future of our expansion in new communities.

Initiatives addressing *existing programs, partnerships, etc.:*

Initiative 1: Complete a holistic review of existing partnerships to determine potential overlap or ways to better share resources across departments and colleges.

Discussion themes supporting this initiative:

- Improve our communication and media efforts to spotlight faculty, programs, or initiatives to increase brand awareness and internally inform the community of where we are impacting communities across the globe.
- Staff identified the following programs that model community engagement well: Steans and Egan Centers, DePaul family and community services, service immersion, global engagement, and study abroad programming.
- There's a decentralized nature of communication and coordination within the university, leading to difficulties in sharing information, promoting programs, and

creating a unified message. The need for improved PR, awareness of programs, community program-mapping assets, and a central location for partnership information.

- Limited resources, understaffing, and reduction in staff over time hinder the university's ability to develop and maintain deep relationships, expand programs, support international students, and provide adequate services.
- Increase the use of resources and initiatives like the Center for Teaching and Learning, Collaboratory Software, and the Council on Community Engagement to promote collaboration, knowledge sharing, and institutional growth.
- Lack of institutional support, infrastructure, systems, and processes when creating partnerships or expanding out in the local or global markets.
- The existence of two campuses is seen as a barrier to awareness and making connections across different areas of the university.

Initiative 2: Review Steans and Egan Centers' current processes for initiating and maintaining partnerships to determine if there are opportunities to make it easier to support individual connections staff and faculty have across the university.

Discussion themes supporting this initiative:

- Faculty would like documented framework for the steps to set-up partnerships outside of DePaul and the resources/point-people to support their creation. Removing the administrative minutiae so they can focus on this work and simplifying processes would help, too.
- Staff identified the following programs that model community engagement well: Steans and Egan Center, DePaul family and community services, service immersion, global engagement, and study abroad programming.
- Limited resources, understaffing, and reduction in staff over time hinder the university's ability to develop and maintain deep relationships, expand programs, support international students, and provide adequate services.
- Lack of institutional support, infrastructure, systems, and processes when creating partnerships or expanding out in the local or global markets.

Initiative 3: Identify overlaps and opportunities to connect the work in Corporate Employer Outreach and the Steans and Egan Centers.

Discussion themes supporting this initiative:

- There's a decentralized nature of communication and coordination within the university, leading to difficulties in sharing information, promoting programs, and creating a unified message. The need for improved PR, awareness of programs, community program mapping assets, and a central location for partnership information.
- The Council on Community Engagement, leveraging corporate partnerships, engaging parents and alumni, and assisting struggling institutions all reflect the theme of fostering partnerships and collaboration to achieve common goals and expand the university's impact.
- This group would like to focus on partnering with various entities such as the city of Chicago, organizations, corporations, and international institutions to address social issues, educational needs, and workforce development.

Initiative 4: Review current DePaul Online Training Series (DOTS) program to determine how and where to introduce this expertise into new markets, regions, and countries.

Discussion theme supporting this initiative:

- Desire to replicate successful partnerships and initiatives, such as the collaboration with Sony at Cinespace and leverage award-winning programs like the DOTS training model in a national market.

Initiative 5: Evaluate existing partnerships at DePaul to document best practices to use when exploring potential new partnerships and to help forecast financial implications and returns on investment, the impact on enrollment, academic programming, support services.

Discussion themes supporting this initiative:

- Desire to replicate successful partnerships and initiatives, such as the collaboration with Sony at Cinespace and leverage award-winning programs like the DePaul Online Training Series (DOTS) training model in a national market.
- Staff identified the following programs that model community engagement well: Steans and Egan Center, DePaul family and community services, service immersion, global engagement, and study abroad programming.

Initiative 6: Elevate the awareness of the partnerships published in Collaboratory to highlight how the university is engaging with various communities.

Discussion themes supporting this initiative:

- Improve our communication and media efforts to spotlight faculty, programs, or initiatives to increase brand awareness and internally inform the community of where we are impacting communities across the globe.
- There's a decentralized nature of communication and coordination within the university, leading to difficulties in sharing information, promoting programs, and creating a unified message. The need for improved PR, awareness of programs, community program mapping assets, and a central location for partnership information.
- Increase the use of resources and initiatives like the Center for Teaching and Learning, Collaboratory Software, and the Council on Community Engagement to promote collaboration, knowledge sharing, and institutional growth.
- The existence of two campuses is seen as a barrier to awareness and making connections across different areas of the university.

Initiative 7: Evaluate existing degree programs that have 'international' in the name to identify interdisciplinary opportunities and assess current marketing efforts.

Discussion themes supporting this initiative:

- We have the potential to expand our existing partnerships and collaborations to reach new communities, organizations, and students. Examples include expanding the Entrepreneurship program, study abroad participation, summer programming for pre-college students, micro-credentialing for local companies and employees who already use DePaul faculty in their professional development opportunities.
- Faculty underscored the importance of internationalization efforts, global engagement, and partnerships with institutions and organizations outside the United States that include education opportunities, but also focus on expanding global research and filling niche programmatic needs in markets like Latin America and Africa, and in industries like healthcare.

Initiative 8: Review the potential to expand Discover and Explore programming to all incoming DePaul students (transfer and graduate) and the policies limiting some employees from staffing this program.

Discussion theme supporting this initiative:

- Explore and Discover Chicago programs focus on engaging with the local community, and there is potential to expand these programs to include graduate and transfer students. Staffing and resource allocation issues are discussed in relation to these programs and the availability of opportunities for contract workers to participate.

Initiatives addressing *future programs, partnerships, etc.*:

Initiative 9: Develop 3-5 priorities that the university would like to address, like forced migration, and communicate this to the community. Identify what programs or initiatives we have established to address these needs or create new working groups with members from the community, local and abroad, to define success and begin work towards achieving it.

Discussion themes supporting this initiative:

- Develop interdisciplinary approaches and custom programs to meet student interests and solve major global problems.
- The Council on Community Engagement, leveraging corporate partnerships, engaging parents and alumni, and assisting struggling institutions all reflect the theme of fostering partnerships and collaboration to achieve common goals and expand the university's impact.
- There's a perception of risk aversion within the institution and the need to foster a more strategic and less individualized approach to partnerships and community engagement.
- Focus on partnerships to solve social and global issues.
- Partner with various entities such as the city of Chicago, organizations, corporations, and international institutions to address social issues, educational needs, and workforce development.

Initiative 10: Develop an infrastructure for evaluating, creating, or expanding partnerships. This infrastructure needs to be able to support long-term efforts and should include a way in which we can easily identify duplicative efforts.

Discussion themes supporting this initiative:

- Desire to replicate successful partnerships and initiatives, such as the collaboration with Sony at Cinespace and leverage award-winning programs like the DePaul Online Teaching Series (DOTS) training model in a national market.

- Faculty would like documented framework for the steps to set-up partnerships outside of DePaul and the resources/point-people to support their creation. Removing the administrative minutiae so they can focus on this work and simplifying processes would help, too.
- Limited resources, understaffing, and reduction in staff over time hinder the university's ability to develop and maintain deep relationships, expand programs, support international students, and provide adequate services.
- Lack of institutional support, infrastructure, systems, and processes when creating partnerships or expanding out in the local or global markets.
- There is a desire to foster collaboration across colleges and departments, and to have a mechanism in place for people to easily find the right contact and coordinate their efforts.

Initiative 11: Review event and program marketing strategies, ensuring that a marketing plan is part of each idea and degree we are putting out into local and global communities, and that everyone across the institution understands the strategy.

Discussion theme supporting this initiative:

- Missed opportunities for promoting and highlighting the institution's strengths, programs, and expertise, this is evident in the lack of marketing for online programs or the Global Learning Experience programs.

Initiatives addressing *existing policies, procedures, processes*:

Initiative 12: Improve external grant processes as well as supporting procedures like hiring, project approvals, and long-term support.

Discussion theme supporting this initiative:

- To expand into new markets or communities, DePaul needs streamlined grant processes and support for faculty pursuing grants—this support includes improving and expediting posting jobs, hiring and project approvals.

Initiative 13: Working with Alumni Relations, evaluate our international alumni population, their engagement with DePaul, our efforts to connect with them and to each other, and our internal policies tied to contacting alumni. Consider best practices so that there is less restriction and "hand-slapping" when faculty try to generate interest in local or global opportunities.

Discussion themes supporting this initiative:

- Engage and involve alumni, particularly those from international backgrounds.
- The Council on Community Engagement, leveraging corporate partnerships, engaging parents and alumni, and assisting struggling institutions all reflect the theme of fostering partnerships and collaboration to achieve common goals and expand the university's impact.

Initiative 14: Review hiring practices tied to recruitment of diverse faculty, including those from around the world.

Discussion theme supporting this initiative:

- DePaul needs greater representation and support for faculty and students of color to create a supportive environment for students by providing faculty who reflect their identities.

Initiative 15: Review existing resources and campus space provided to our Muslim student population to determine how we can scale that to meet the needs of our current and future students.

Discussion theme supporting this initiative:

- Our Muslim population is growing so quickly that we're running out of resources to support them, like offering meals and adequate prayer space on campus.

Initiative 16: Evaluate the current transfer articulation process to find opportunities to decrease the amount of time from submission to evaluation/communication.

Discussion theme supporting this initiative:

- Our transfer articulation process is challenging for students coming in with domestic and international credits from other institutions; it takes a long time for students to understand which of their credits DePaul recognizes and contributes towards a DePaul degree.

Initiative 17: Review transfer articulation policy to discuss the possibility of accepting additional types/numbers of transfer credits that could contribute to a DePaul degree.

Discussion themes supporting this initiative:

- Our transfer articulation process is challenging for students coming in with domestic and international credits from other institutions; it takes a long time for students to understand which of their credits DePaul recognizes and contributes towards a DePaul degree.
- The quarter academic system creates challenges for students transferring from semester institutions and those coming from international communities.

Initiative 18: Review policies and procedures related to the determination of fully online degree programs and audit our existing catalog of online programs to ensure they're applied consistently.

Discussion theme supporting this initiative:

- We need a consistent evaluation process for determining which degree programs can be fully remote.

Initiative 19: Review current policies on institutional financial aid for international students to determine if there is a way to increase available funding.

Discussion theme supporting this initiative:

- Concerns are raised about the financial aid limitations and employment opportunities for international students, as well as the challenges they face in obtaining visas and internships.

Initiative 20: Evaluate current on-campus employment opportunities available for international students.

Discussion theme supporting this initiative:

- Concerns are raised about the financial aid limitations and employment opportunities for international students, as well as the challenges they face in obtaining visas and internships.

Initiatives addressing *international partnerships, students, recruitment, etc.*:

Initiative 21: Evaluate current international institution partnerships within Study Abroad, college offices, and Academic Affairs to identify areas of opportunity, like in Central and South America, India, and ways to formalize faculty residencies abroad.

Discussion themes supporting this initiative:

- The suggestion to create exchange programs, partnerships with international institutions, support faculty partners from abroad, and expand programs like the Fulbright Program.
- Recognition of growth opportunities in Central and South America, India, and other major metropolitan cities and an interest in collaborating with international organizations like UNESCO and Telemundo.
- There are locations beyond India that the university should consider—Africa, Latin America, and the Philippines are just a few markets that DePaul should also explore.

Initiative 22: Identify existing individual or institutional relationships with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and Telemundo to begin building the framework of a formal connection with these organizations.

Discussion theme supporting this initiative:

- Recognition of growth opportunities in Central and South America, India, and other major metropolitan cities and an interest in collaborating with international organizations like UNESCO and Telemundo.

Initiative 23: Evaluate current international student support services and staffing to determine adequate ratios for current and projected international student population by benchmarking comparable institutions.

Discussion themes supporting this initiative:

- We need to review our international student support services to ensure we have adequate staffing and services to accommodate our current, and potentially additional, international students.
- Limited resources, understaffing, and reduction in staff over time hinder the university's ability to develop and maintain deep relationships, expand programs, support international students, and provide adequate services.
- The importance of local support systems for international students and the need for institutional support to sustain initiatives and partnerships.

Initiative 24: Using comparable institutions, benchmark dynamic tuition pricing for national and international markets.

Discussion themes supporting this initiative:

- Dynamic tuition pricing for specific programs, international markets, or student populations will improve our position in the international education market.
- The need for flexibility in pricing structures to accommodate students from diverse financial backgrounds is highlighted, including those attending only online or coming from communities with limited resources.

Initiative 25: Explore study abroad opportunities and partner with programs that allow our students to stay on track to graduate on time.

Discussion comment supporting this initiative:

- Students who want to travel to Japan are diminishing, especially for longer than a quarter. Our partner institutions are willing to take on more DePaul students, but there isn't the interest on campus. Structurally, if they go abroad, their graduation date is extended. How do we prevent travel abroad from slowing down their academic progress?

Initiative 26: Develop marketing and informational pieces in markets we're pursuing where families and parents have a strong influence over students' educational decisions (Asian markets).

Discussion theme supporting this initiative:

- The Council on Community Engagement, leveraging corporate partnerships, engaging parents and alumni, and assisting struggling institutions all reflect the theme of fostering partnerships and collaboration to achieve common goals and expand the university's impact.

Initiative 27: Review and identify gaps in resources available to international students and support staff/faculty about navigating the visa and internship/employment process.

Discussion themes supporting this initiative:

- We need to review our international student support services to ensure we have adequate staffing and services to accommodate our current, and potentially additional, international students.
- The importance of local support systems for international students and the need for institutional support to sustain initiatives and partnerships.

**Next Steps**

The Office of the President will review this comprehensive list of initiatives and determine which ones to pursue.