

GRINNELL COLLEGE



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December 21, 2011

Karen Edwards
Assistant Dean & Director of International Student Affairs (OISA)
Grinnell College

Dear Karen,

Thank you for all of the hard work and critical thinking you and your staff put forth during the recent DSA Review & Assessment of the Office of International Student Affairs. You are correct to note the many positive observations and commendations that the review team noted in its careful and extensive report. These are a tribute to your team, the DSA's and College's commitment to the work you do, and the positive impact that the OISA has on our campus in so many ways. Congratulations!

Your thoughtful response to the report of the review team is accepted and endorsed. In doing so, I also summarize below what actions will occur as a result of the recommendations made by the team and your analysis of them. (I appreciate you including Brenda, Hanna, and Joyce in this helpful analysis, as well.)

When you and Joyce meet in January, please bring to that meeting your draft implementation plan for the issues mentioned below, including a timeline for action.

- Staffing issues, including a proposal to possibly reclassify the Technical Assistant II position in FY14 and to begin recalibrating the duties of the Academic & international Adviser position;
- Increasing faculty and staff collaboration and training – with a special focus on the CDO;
- Refining issues related to the Exchange Visitor program;
- Furthering efforts on regulatory edification for students;
- Courageously using technology in effective and efficient ways;
- Assessing the fine line between “doing for” and “learning how” that you constantly tread; and
- Creating a biennial data sheet on non-immigrant students, as you suggest.

It is a true pleasure to be your colleague and to fully support the staff and efforts of the OISA. Sending you best wishes for success, I remain,

Sincerely yours,

W. Houston Dougharty
Vice-President for Student Affairs