



**THE FORUM**  
ON EDUCATION ABROAD

# FUNDING MODELS

## of Education Abroad Offices

We collected data and insights from colleagues in the field to map the range of structures and approaches to education abroad office funding models. Use them to benchmark your current practices against others or explore alternatives and solutions to current challenges.

About the budgets:	<b>Centrally Funded* Offices</b> Annual operating budget comes predominantly from the general fund at their institution (90% or more) <b>(n=26)</b>	<b>Self-Sustaining Offices</b> Annual operating budget is generated predominantly from student fees and other revenue brought in by the office (90% or more) <b>(n=6)</b>	<b>Hybrid Offices</b> Mixed; some funding comes from institutional general fund, some comes from student fees <b>(n=12)</b>
Administrative (as % of total)	~ 10%	~ 14%	~ 13%
Program / Pass-Through	~ 88%	~ 83%	~ 84%
Scholarships	~ 3% of total / 4% of program costs	3% of total/ 4% of program costs	~ 3% of total/4% of program costs
<b>Colleagues operating under these models say...</b>  Pros:	<ul style="list-style-type: none"> <li>Reliable funding year-to-year</li> <li>More stable staffing</li> <li>Can focus on recruiting and educating instead of the bottom line</li> </ul>	<ul style="list-style-type: none"> <li>Self-determination</li> <li>Can be nimbler and make adjustments quickly</li> </ul>	<ul style="list-style-type: none"> <li>Balances stability and self-determination</li> </ul>
Cons:	<ul style="list-style-type: none"> <li>Bureaucracy</li> <li>Slow to change</li> <li>Heavy oversight</li> <li>More decision-makers involved, including more non-experts</li> </ul>	<ul style="list-style-type: none"> <li>More susceptible to fluctuations in participation due to circumstances outside of administrator control (e.g., pandemic)</li> </ul>	<ul style="list-style-type: none"> <li>Financial limitations can negatively impact student experience and program portfolio decisions</li> </ul>

79% SAY THIS MODEL WORKS WELL FOR THEM

50/50

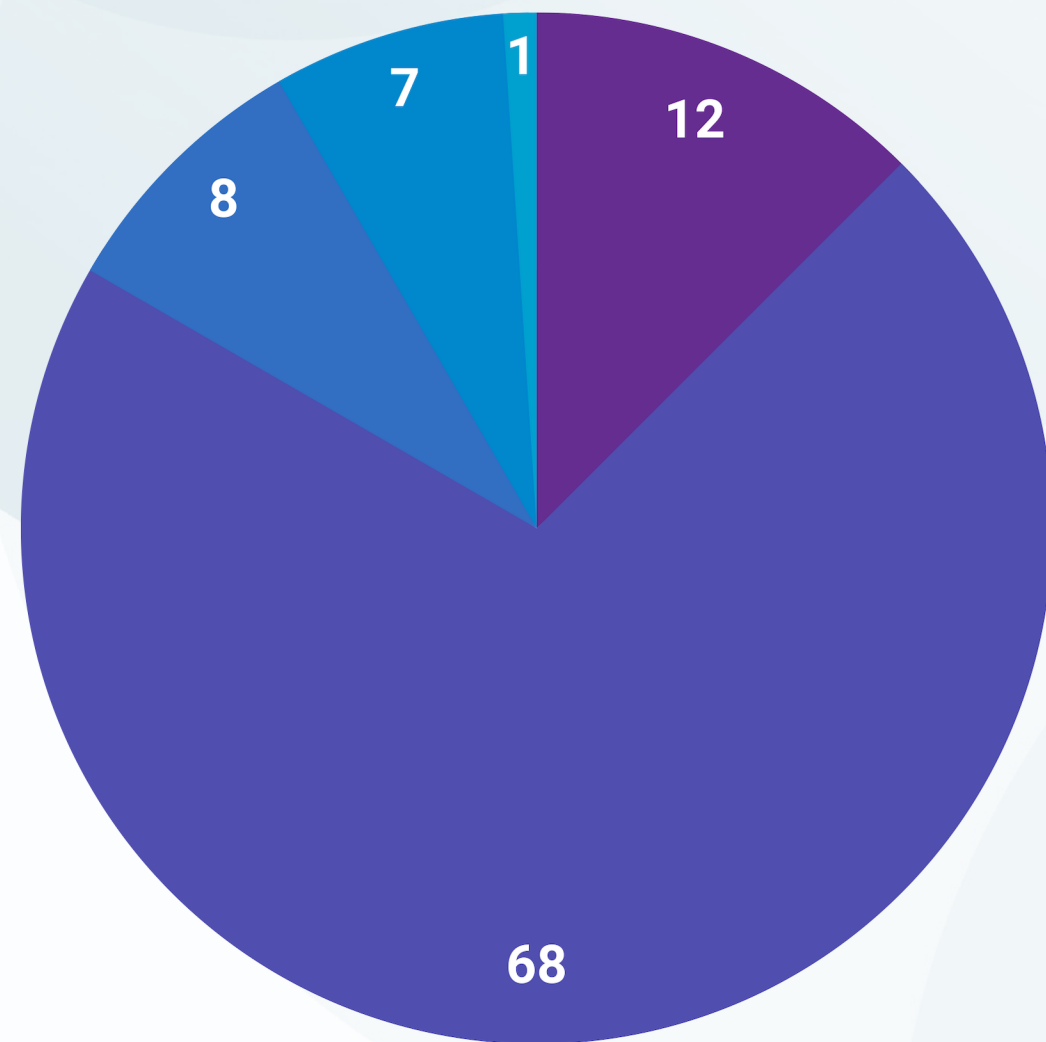
63% SAY THIS MODEL WORKS WELL FOR THEM

\* As defined in the [NAFSA Funding Models for Education Abroad Operations](#) resource.



Data shared here are the results of a research project conducted by the Financial Models and Structures Working Group of the Forum Council in 2020-21. The research included a survey with 44 respondents (18 Private 4-year institutions, 25 Public 4-year institutions, and 4 Community Colleges) and follow-up interviews with 32 of survey participants. Thanks to the following people and organizations for their collaboration on this project: HEIBO (Higher Education International Business Officers), The Forum Member Institutions that shared their insights, and the volunteers of the Financial Models and Structures Working Group 2020-21: Devin Foxall, co-chair; Drew Cahan, Theresa Castillo, Katie DeGuzman, Amelia Dietrich, Shayle Havemann, Sue Macchiarella, Annette Mares-Duran, Kenneth Munroe, Missy Peterson, Michael Scharff, Danielle Scgoza.

## WHERE DOES THE ADMINISTRATIVE BUDGET GO?



- Overhead
- Personnel
- Program Development
- Professional Development
- Other

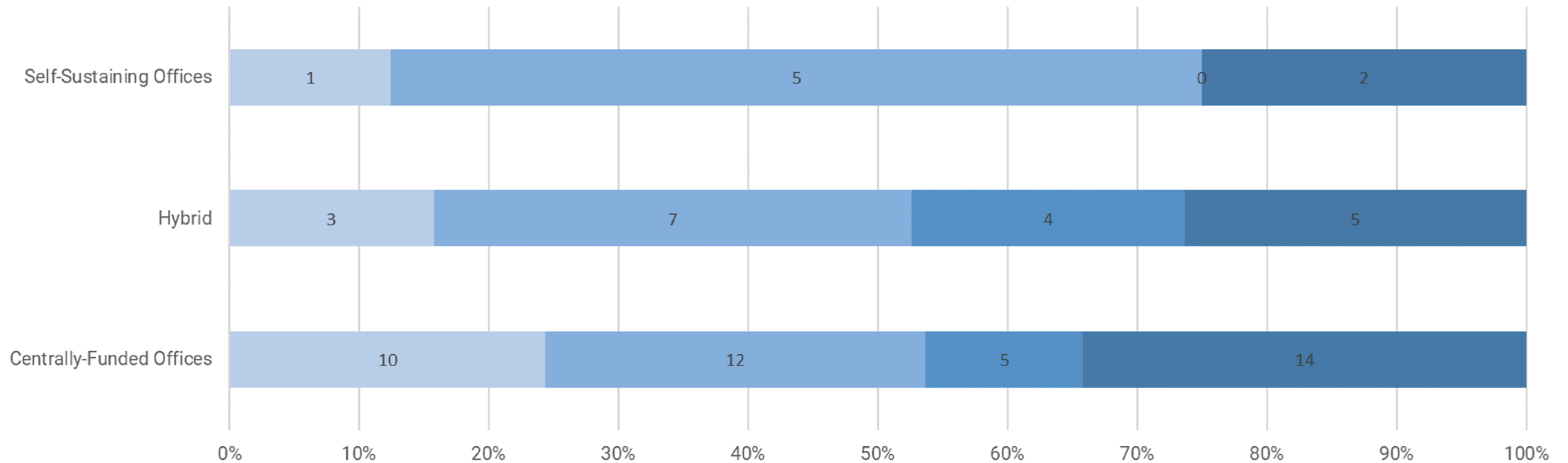
## TOP TIPS FOR IMPROVING FINANCIAL FEASIBILITY OF EDUCATION ABROAD FOR STUDENTS AND OFFICES:

- Connect education abroad to strategic goals and priorities of the institution
- Collaboration and transparency with students and colleagues across the institution is key – especially financial aid and business office
- Align financial aid and scholarship timelines with program payment deadlines
- Build an emergency fund (or guarantee access to a central fund) to maintain quality and consistency through programmatic interruptions

## CREATIVE FUNDRAISING AND SUSTAINING SOLUTIONS:

- Apply for grants
- Offer passport or other services to the community for a fee
- Partner with Admissions and/or Recruitment colleagues: make education abroad a part of the package that makes students choose your institution
- Build relationships with Development colleagues to access dedicated donation funds

## HOW DOES YOUR EDUCATION ABROAD OFFICE BILL YOUR STUDENTS FOR EDUCATION ABROAD PARTICIPATION?



- Home school cost of attendance is billed to education abroad students
- Education abroad students are billed for program fees
- Education abroad students are billed an education abroad fee but pay all other program costs directly to the program/provider
- Education abroad students are billed home school tuition; program fees (e.g. housing, visa fees, etc.) vary by program: some are billed to students by school, some are paid by student directly to the program/provider

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