

# THE FORUM PATHWAYS TO THE PROFESSION SURVEY 2008

REPORT AND RESULTS

THE FORUM ON EDUCATION ABROAD

#### **ACKNOWLEDGEMENTS**

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#### THE FORUM ON EDUCATION ABROAD

## PATHWAYS TO THE PROFESSION SURVEY 2008 REPORT AND RESULTS

#### The Forum Pathways Project

Professionalizing the Field: Salaries, Workload and Other Job-Related Topics

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#### Background

Pathways to the Profession has been a multi-tiered project that has looked at the profession of education abroad and the individuals who serve in the profession. The first Pathways survey was conducted by Dr. Joe Brockington of Kalamazoo College. His findings were first presented at the NAFSA conference in May, 2002. The text of a report on the **original** findings can be found at www.forumea.org/documents/PathwaysReporttoSECUSSAPathways2003.pdf . Additional PowerPoint slides providing an overview of the original data collected can be found at www.forumea.org/research-data. cfm.

The first survey analyzed how people came to the field of education abroad, what knowledge and skills they brought with them and what knowledge and skills they felt they needed to do their jobs. Other important issues facing the field were also identified. Originally, the researchers planned to include questions about individual salaries and institutional workload data. Because of the sensitivity of such information, it was determined that a separate, follow-up survey should address those questions at a later date.

Concurrently, the Mid-Career Education Abroad Professionals network identified salary and workload as one of their top priorities for future advocacy and support. In addition, individual requests made through the SECUSS-L listserv continued to ask similar questions:

- Is there a specific number of students that one study abroad person should advise?
- How many short-term, faculty-directed programs should one FTE support?
- What are median salaries in the field?
- What are job descriptions for various positions in the field?

#### Purpose of the 2008 Survey

The current Pathways survey conducted by the Forum on Education Abroad took up where the first survey left off, asking questions on workload, salary, titles and related issues. To gather this information, two online survey instruments were developed to address the complexities of data gathering. Part One of the survey included questions on Organizational Background and was made available to organizations and institutions that work in education abroad. This part of the survey addressed issues related to organizational/institutional structure, such as growth and workload. The second instrument, Part Two: Individual Responses was developed for professionals to address their work in education abroad, including title, job function or responsibilities and salary range.

In addition, Dr. David Shallenberger conducted 15 in-depth interviews with volunteers who indicated their interest in following up on the quantitative survey.

#### Response to the Survey

The survey opened on January 17, 2008 and closed on February 20, 2008. It was announced in the Forum's electronic newsletter, the Forum News, in direct emails to Forum members, on the SECUSS-L listserv to the education abroad field at large, and on the Mid-Career Professionals listserv. It is estimated that these e-mails reached a total of over 4,000 individuals. A link embedded in the announcements and e-mails pointed to the web site that hosted the survey. The survey asked that only one representative from any organization or institution respond to Part One: Organizational Background; 110 organizations responded. 309 individuals responded to Part Two: Individual Responses.



#### Results from Part One: Organizational Background (Growth & Workload)

An overwhelming 93% of organizations that responded to Part One were campus-based institutions, and 7% identified themselves as program providers or other (Figure 1). While the full breadth of institutional type is represented, the top four types of U.S-based institutions represented are: 1) private institutions offering bachelor's, master's and doctoral degrees (24 respondents), 2) public institutions offering bachelor's, master's and doctoral degrees (24 respondents), 3) private institutions offering bachelor's degrees only (21 respondents) and 4) private institutions offering bachelor's and master's degrees (17 respondents). Unfortunately, community colleges make up only 2% of respondents.

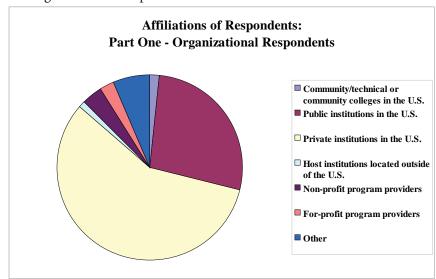


Figure 1: Affiliations of Organizational Respondents

Source: Forum on Education Abroad Pathways Survey 2008

Organizations and institutions that completed the survey were asked to provide information about their programs and offices to provide a context for the data:

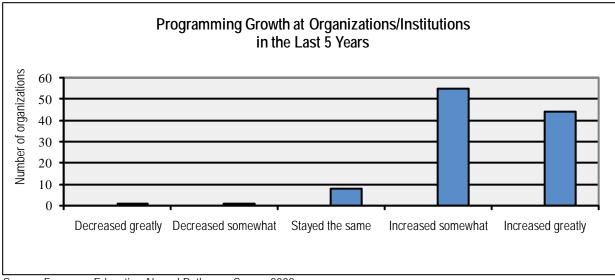
- Overall participation For colleges and universities, the average (mean) annual student participation on programs outside the U.S in 2006-2007 was 631. For program providers, the mean participation was much higher, 2597 students. These figures reflect organizations of varying sizes.
- **Duration** For colleges and universities, the distribution of students between quarter/semester/year and short-term/summer programs is nearly equal (with a mean of 340 students participating on quarter/semester/year programs and a mean of 343 student participating on short-term/summer programs). For program providers the distribution of students by duration is quite different (with a mean of 991 student participating on quarter/semester/year and a mean of 290 on short-term/summer programs).
- **Respondents** 92% of institutional respondents work in an Education Abroad or International Programs office.
- Location and cost of living Almost half of respondents, 46%, characterize the location of their organization as having an average cost of living. 38% report their location as having a high or very high cost of living.



#### Growth

85% of respondents have experienced an increase in student participation and in programming over the last five years. (Figure 2a). These increases mirror data in the annual IIE Open Doors report, which also indicate substantial student participation growth.

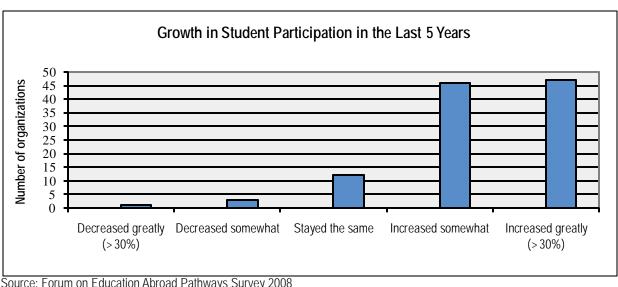
Figure 2a. Programming Growth in the last 5 years



Source: Forum on Education Abroad Pathways Survey 2008

90% of respondents report that programming "increased somewhat" or "increased greatly" over the last five years. Open Doors measures student participation, but does not collect data on programming, and to our knowledge only the Forum State of the Field survey asks such questions. Obviously, programming levels have an impact on daily workload distribution, and relate directly to potential staffing issues. Unfortunately, we have yet to examine if education abroad has become more complex - due to expansion of locations, and the development of new programs, administrative and funding models—during the same period. This is an area for further research.

Figure 2b. Growth in Student Participation in the Last 5 Years

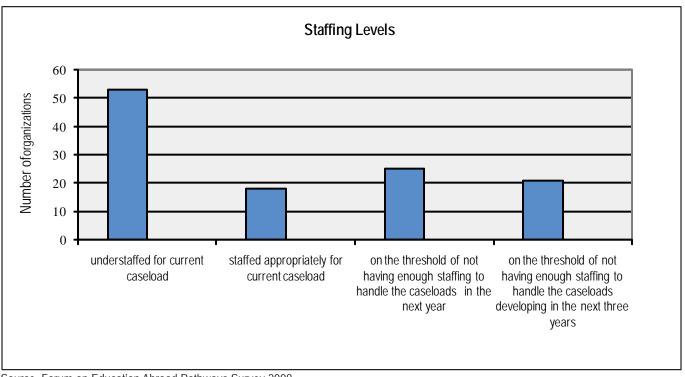




#### Workload

One of the questions consistently asked on listservs and at conferences is how organizations perceive their current and predicted workloads (Figure 3). Over one-half of the respondents describe their office as being understaffed for their current caseloads. Another significant portion – over 40% - indicate that they have reached the limit of being appropriately staffed for present caseloads, and may be on the threshold of not having enough staff to meet predicted growth.

Figure 3. Staffing Levels



Source: Forum on Education Abroad Pathways Survey 2008

We also asked about any useful strategies for handling growth beyond the necessity of having patience and endurance. Strategies that organizations report having used include:

- Closed a program that was draining resources
- Changed funding from soft money to increased fee revenue
- Used fees to support growth
- Convinced administration that if they were serious about internationalization, they had to invest serious resources
- Developed cogent business plans with clear financial information
- Built strong faculty support
- Called for an external review
- Increased student employees
- Threatened to leave [sic: an individual, not organizational, strategy]

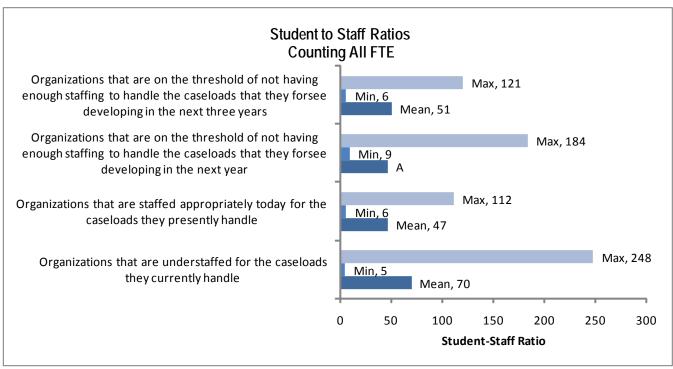


#### **Measuring Workload**

One of education abroad's significant challenges is to find methods to measure workload within the profession. For the last decade, the student participation to staff ratio has been used, especially because it parallels how classroom staffing is measured. This is a rough measure because different offices provide different levels of service to students, but it does provide a starting point. To provide more useful information, we further analyzed the staffing levels by comparing the data we collected on student to staff ratios with the data on how well staffed organizations feel they are. Figure 4 looks at student to staff ratios where the number of students is based on the number an organization sends abroad annually, and the number of employees is based on the total number of employees, at all levels, in an office.

Organizations that feel they are staffed appropriately today have a mean student to staff ratio of 47:1. Organizations that feel they are currently understaffed have a mean student to staff ratio of 70:1.

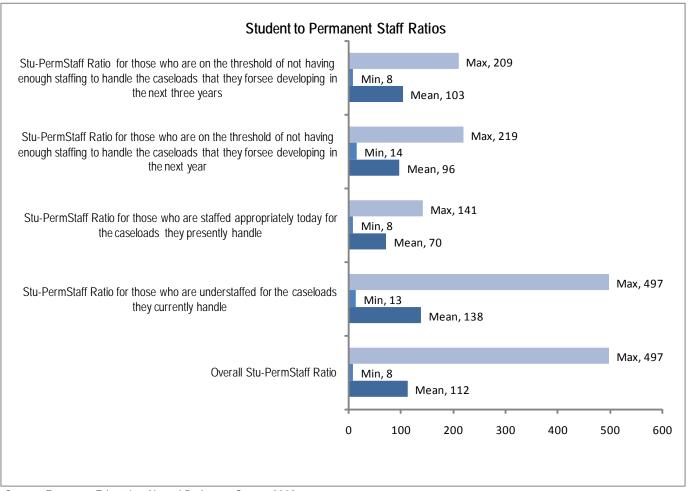
Figure 4. Student to staff ratio counting all FTE





Next we looked at the same group of students, those an organization sends abroad annually, but counted only *permanent* staff (Figure 5). Organizations that feel they are staffed appropriately today have a mean student to permanent staff ratio of 70:1. Organizations that report that they are currently understaffed have a mean student to permanent staff ratio of 138:1.

Figure 5. Student to Permanent Staff Ratio



Source: Forum on Education Abroad Pathways Survey 2008

#### Concluding Remarks: Organizational Growth and Workload

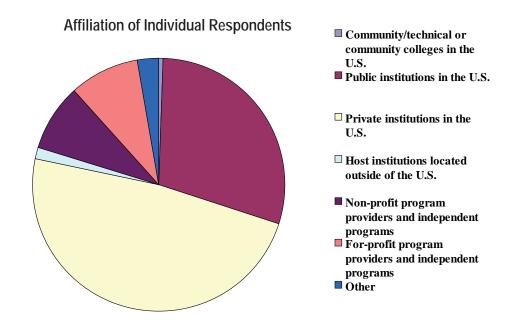
In order to make the case for expanding staffing levels to meet current and future needs, the field should consider establishing various benchmarks on what are appropriate 'caseloads' for various positions, such as advisors or program managers. At the same time, we must expand our methods of measuring workload, especially as we look at future capacity issues. Such advocacy and planning will assist our organizations – and our students and program directors – to be better prepared to meet current workload demands, and those brought about by future expansion.



#### Part Two: Individual Responses: Titles and Responsibilities

309 individuals from a variety of organizations answered the individual survey. Overall, 80% are campus-based and 20% work for independent program providers or other organizations (Figure 6).

Figure 6. Affiliation of Individual Respondents



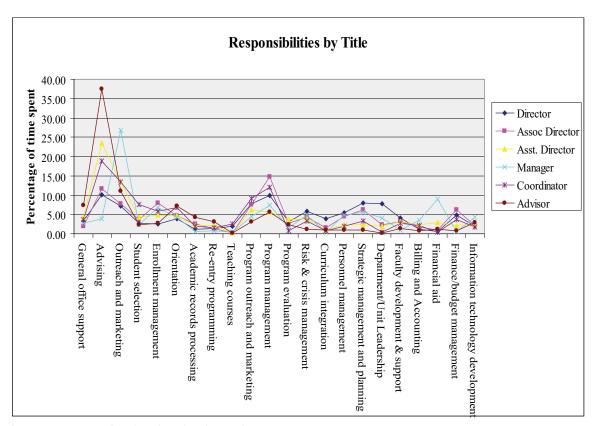


#### **Titles**

The 309 individual participants in this survey have 146 different job titles. This is the case even after adjusting for minor inconsistencies (for example, we counted "study abroad advisor" and "education abroad advisor" as the same). Several titles are shared by over 20 respondents, but most are unique, reflective of the particular needs and structure of individual offices and institutions. For example, the titles suggest that institutions appear to differ in whether they allocate responsibility for education abroad to offices of "international programs," "education (or study) abroad," "off-campus (or study away) programs," or some other entity. Within these units, job titles still manifest a fairly broad range, but tend to include some commonalities; the most common included advisor, director, dean, program assistant, and program manager. Of course, there are many variations of these, including ranks (assistant and associate directors and deans, for example). The complete list of titles appears in Appendix 2 of this report.

Responsibilities for a given position vary (Figure 7). Having the same title does not mean that the day-to-day tasks one performs are the same. The roles described by respondents are often multi-faceted and complex, and the particular constellation of responsibilities varies from individual to individual. As is clear from Figure 7, advisors tend to have the most focused job, while directors' responsibilities are the most varied. More detailed charts for each of the key positions can be found in Appendix I.

Figure 7. Responsibilities by Title

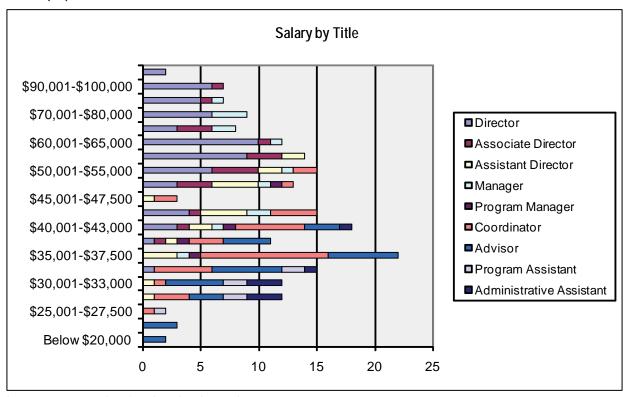




#### Compensation

Salaries across positions vary widely. Among the most common positions, directors tend to earn the most and advisors the least; however, there is significant variation, as shown in Figure 8. This diagram reflects salaries for job categories for which there were four or more respondents.

Figure 8. Salary by Title



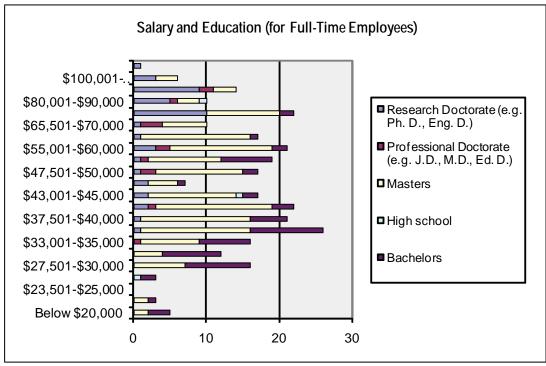
Source: Forum on Education Abroad Pathways Survey 2008

Directors' salaries range from less than \$35,000 to over \$100,000, while Advisors earn salaries that range from below \$20,000 to over \$40,000, representing the significant variation in salaries in the field. CUPA-HR, which provides higher education survey data, found in its 2007-2008 study that Directors of International Education earned an average salary of \$81,032, while Advisors earned an average of \$39,087. By comparison, Pathways respondents who are Advisors have a mean salary of \$34,341. CUPA-HR does not collect data on other education abroad positions at this time.

It is important to note that CUPA-HR's definition of Director of International Education has broader responsibilities than a Director of Study Abroad, overseeing all activities of the institution's international education programs. Responsibilities may include oversight of international study, English language programs, international visitors, visa certification, education abroad, and international student admission functions, as well as other areas of responsibility.

Education level appears as an important factor influencing compensation. Considered separately (from such factors as experience in the field, for example), the respondents with the highest degrees (doctorate-level) tend to earn the highest salaries, while those with only a bachelor's degree for the most part have salaries in the lower ranges. Anomalies, however, do exist (Figure 9).

Figure 9. Salary and Education



#### Respondents' Perspectives on Compensation

Perhaps the richest data in this survey is the respondents views of the adequacy and fairness of their compensation, given their experience, education and level of responsibility. Beyond a multiple-choice question that asked participants to rate their satisfaction with their compensation, there were numerous reflections provided through open-ended comments and follow-up interviews.

Figure 10. Respondents' Perspectives on Compensation

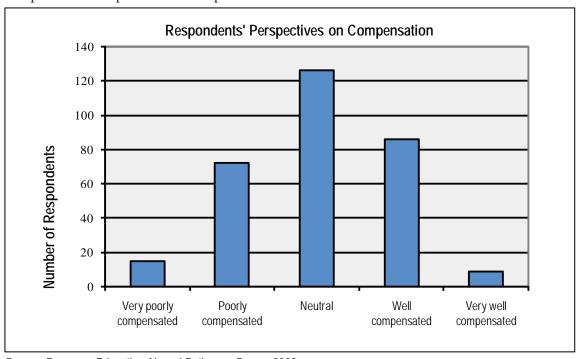




Figure 11 shows how well compensated respondents feel *relative to the cost of living in the respondents' regions*. (We asked participants to identify the relative cost of living in their region, giving them a link to a website that could help them make this classification.)

Compensation Relative to Local Cost of Living

120

100

80

60

40

20

Compensation Relative to Local Cost of Living

Very high cost of living

Medium cost of living

Very low cost of living

Very low cost of living

Figure 11. Compensation Relative to Cost of Living

Source: Forum on Education Abroad Pathways Survey 2008

Poorly

compensated

Very poorly

compensated

Not surprisingly, those respondents who feel that they are "very poorly compensated" tend to live in regions with a high cost of living; none live in regions where the cost of living is very low or low. Those who feel "neutral" about their compensation are distributed fairly evenly among the different cost-of-living levels. None of the respondents who feel "very well compensated" live in areas with either a very low or a very high cost of living.

Well

compensated

Very well

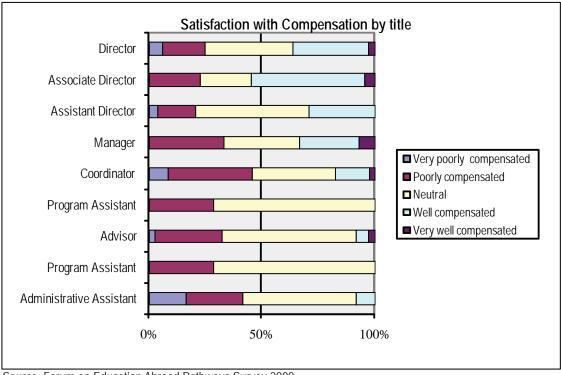
compensated

Neutral

Within each of nine major job categories, there is a range of perspectives on the adequacy of compensation; indeed, within seven of these title categories, respondents chose at least four of the five possible choices from "very poorly" to "very well-compensated." As demonstrated in this data, one can feel unsatisfied at junior or senior levels, relative to one's own expectations and circumstances.



Figure 12. Satisfaction with Compensation, by Title



Many individuals cite the relatively lower compensation they feel they receive when compared to colleagues in other offices within their institution, or to those outside of academia. One individual, for example, notes how individuals who work in the study abroad field are porrly compensated and undervalued as a whole:

I think that we undersell ourselves, I think that our field asks a lot from people in director positions, and even in the . . . coordinator and assistant director positions. We ask people to have higher ed. degrees, usually master's and PhD's, we ask them to have international expertise, we ask them to have expertise in strategic planning and program development and mediation across international boundaries. We ask people to have a second language, a third language. There's a lot that we require of the folks in my type of position . . . if you looked in the private sector all of those would equal higher compensation levels, where as in our field these are just minimum requirements to even be considered as a member of the field. Now you can't even be considered for my type of position if you don't have these qualifications, but yet the compensation is not equal to the expectation.

Another respondent cites the greater level of risk management, the complexities of advising, and the concomitant demands for greater expertise that this field requires. Many respondents express that the greatest inequities in salaries are for those working in positions at the junior levels. A senior administrator spoke of the difficulty in particular for those in entry-level positions:

I do worry that the demands for people entering the field... it's... getting to the point to enter the field with a significant kind of workload, a bachelor's degree is not enough. Even when we look for an opening here, I'm hoping to find people who have done some graduate work and have some international experience, but my fear is that the entry requirements we have compared with the compensation don't really match up. We're asking a lot for someone to come in, and then we're not offering to compensate them at a really high level, and I worry sometimes that that will limit the quality of people who feel like they can enter the field. I think frankly we're fortunate to get high quality people to enter the field, given the fact that compensation isn't all that great, at least in the starting out levels.



It is generally assumed that people do not enter the field of international education for the compensation, but instead are drawn by other factors such as the opportunity to make an impact on students' growth, contribute to greater levels of intercultural sensitivity, and travel abroad. Yet there seems to be a strong sense among respondents that these benefits do not justify a low salary. As one individual notes:

We concentrate on the work that we do and the students and the educational mission and are just so thrilled to have a job that we love that we forget it's okay to love your job and be well compensated. I think some people feel guilty if they think they should be paid more, but again I think it's time for us as a field to really start to look at the fact that we are a professionalized field, we're not people that have stumbled into study abroad anymore. And until we start taking that seriously, our campuses and our organizations are not going to start taking that seriously.

It needs to be noted that some universities and individuals do not find themselves in the position of feeling undercompensated or undervalued. One individual, coming from a large state university, said:

Internationalization is valued [at my university]; all of our classified staff got very substantial raises from our legislature last year and so they all finally are compensated what they should.

#### **Concluding Remarks on Part Two: Individual Responses**

There was significant acknowledgement that the field of education abroad is in great flux, in particular regarding the role it plays in overall campus internationalization. While many institutions have articulated education abroad as part of an overall campus strategic plan, few have invested in it to the degree to which education abroad professionals believe it should be. As one director noted:

Too often administrators don't want to put money into study abroad for staff, whether it's the professional or the support staff... For some reason we have a lot of rhetoric about how important international education is, it certainly gets spouted a lot, but when it comes to putting the resources behind the rhetoric it's not happening and that's been going on for years. Some universities are changing and other universities need to change, and our university is one of those that needs to change. We're working on that.

#### **Next Steps**

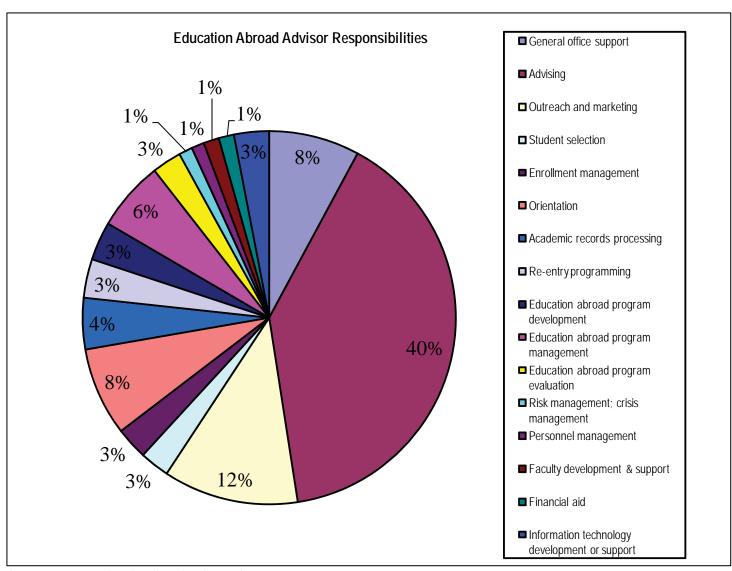
This survey represents a first step in the effort of the Forum on Education Abroad to provide useful information to its members and the field of education abroad that will help organizations to meet accepted standards of good practice in regard to staffing, workload, and compensation. The Forum will continue to accumulate data and disseminate best practices in order to provide the most comprehensive guidance to the field. Some of the initiatives under way include:

- 1. A collaboration with CUPA-HR to increase the number and range of job categories collected for Education Abroad in the annual CUPA-HR Survey.
- 2. The development of standard job descriptions that will include primary job functions, title, qualifications, organization type, program size and salary ranges. Drafts of the rubrics will be presented for discussion and analysis at the Forum on Education Abroad conference in Portland, OR, February 18-20, 2009.
- 3. The further analysis of the Survey data that examines additional factors and variables that influence workload and compensation such as institutional type, length of service, how offices are funded, and gender and diversity.
- 4. Planning to conduct a salary survey for education abroad positions located overseas.



## Appendix I Education Abroad Job Responsibilities by Percentage of Job

Chart I.a Education Abroad Advisor





#### Chart I.b Education Abroad Coordinator

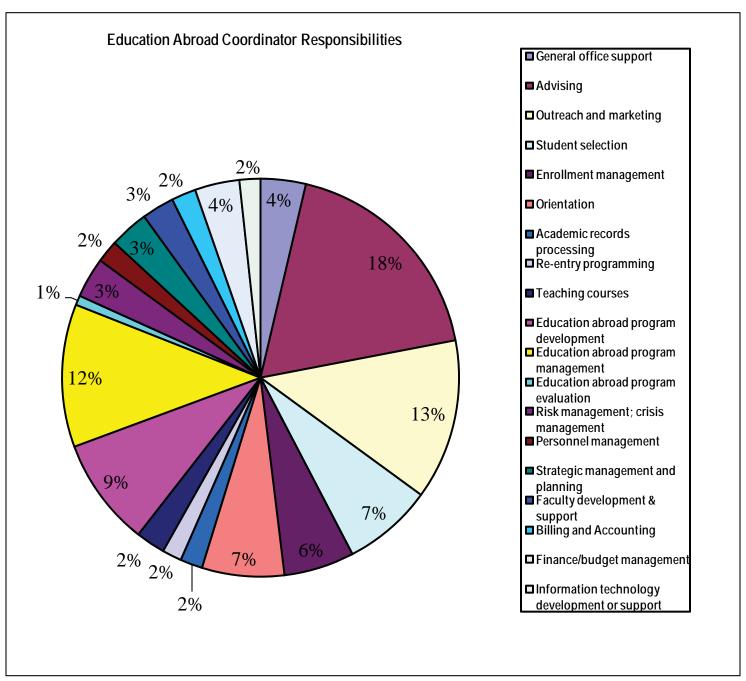




Chart I.c. Assistant Director of Education Abroad

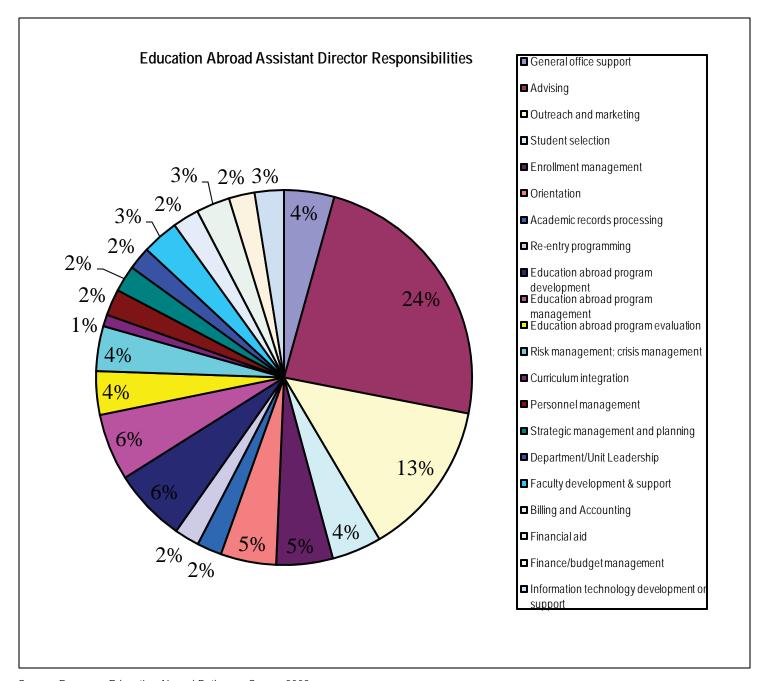




Chart I.d. Associate Director of Education Abroad

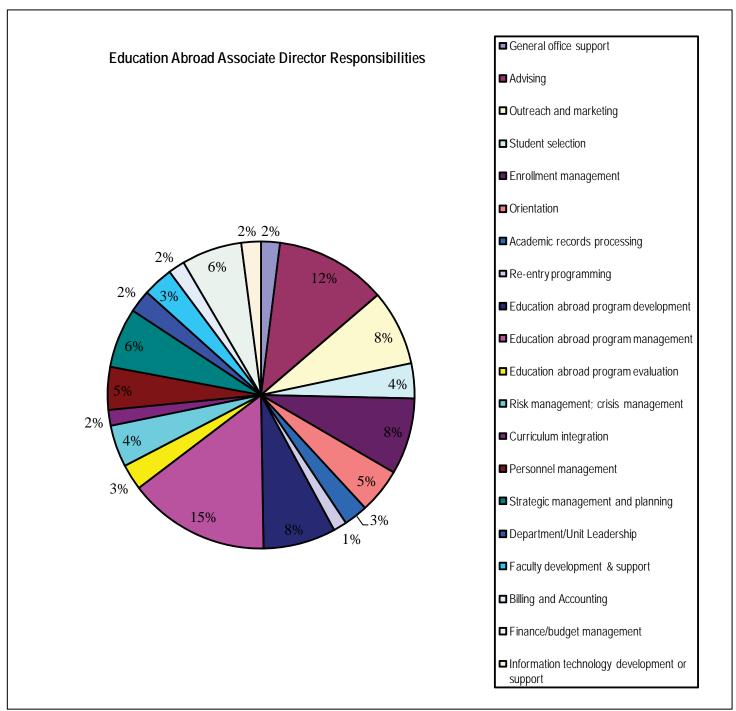




Chart I.e. Education Abroad Director

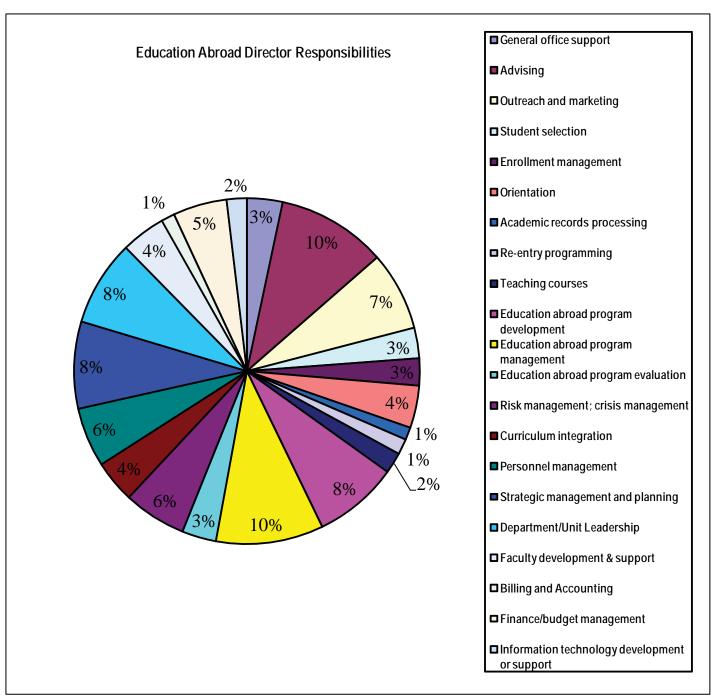
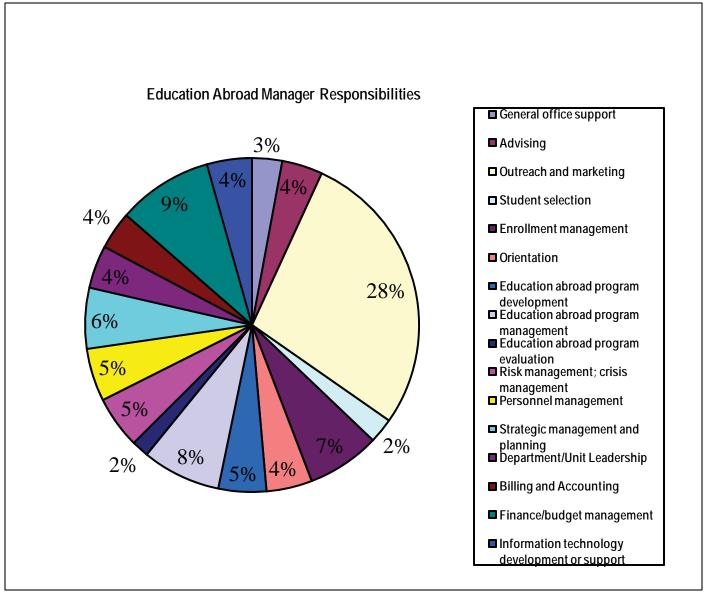




Chart I. f. Education Abroad Manager



#### APPENDIX II

## Complete List of Education Abroad Titles (Source: The Forum Pathways Survey 2008)

Academic Affairs Representative Academic Director, Education Abroad

Academic Liaison

Acting Director, International Programs

Administrative Assistant Administrative Staff Assistant Administrator, Education Abroad Advisor, Education Abroad

Advisor, Education Abroad & International Students Advisor, Education Abroad and International Exchange Advisor, Education Abroad/Program Coordinator

Advisor, Intern/Program Advisor, International Programs Advisor, Marketing and Placement Advisor, Off-Campus Studies Assistant Vice President

Assistant Dean of International Programs & Director, Education

Abroad

Assistant Dean, Education Abroad

Assistant Director

Assistant Director, Academic Affairs/Field Assistant Director, Admission and Financial Aid

Assistant Director, Education Abroad Assistant Director, International Programs

Assistant Director, International Programs & International Student

Advisor

Assistant Director, International Programs/Study Abroad Advisor

Assistant Director, Student Financial Services Assistant Director, Study Away Programs

Assistant Provost, International Programs (interim)

Assistant to the Director, Education Abroad
Assistant Vice President, International Programs

Assistant, Education Abroad

Associate Dean and Director, Education Abroad

Associate Dean for External Relations

Associate Dean of Studies/Dean for Study Abroad

Associate Dean, International Programs

Associate Director

Associate Director, Admissions for Intl Students

Associate Director, Education Abroad Associate Director, International Education Associate Director, Student Programs Associate Professor and Director

Associate Provost for International Programs Associate Vice President for Overseas Study Associate Vice Provost for Internationalization

Budget Coordinator/Project Assistant

Consultant

Consultant, International Education

Coordinator, Academic

Coordinator, Advising & Student Activities

Coordinator, Education Abroad

Coordinator, Education Abroad & Assistant Professor

Coordinator, Education Abroad & Projects

Coordinator, Education Abroad and Exchange Coordinator, Education Abroad Outreach

Coordinator, Education Abroad Outreach and Programming

Coordinator, International

Coordinator, International Internships Coordinator, International Programs Coordinator, International Travel Seminars Coordinator, Partnership and Exchange Coordinator, Short-term Programs Coordinator, Summer Programs

Coordinator, Support for International Programs

Coordinator, Support Services Coordinator, University Relations Dean, International Programs Dean, International Studies

Director

Director, Academic Affairs & Assessment

Director, Administration & Program Management

Director, Admissions & Student Life Director, Area Studies Program

Director, Cross-Cultural and Off-Campus Programs

Director, Education Abroad

Director, Education Abroad & International Student Services

Director, Education Abroad (interim)

Director, Education Abroad and Associate Dean Director, Education Abroad and Associate Professor Director, Experiential Programs & Associate Director,

International Programs

Director, Institutional Relations Director, International Programs

Director, International Programs/Assistant Dean, Students

Director, International Studies

Director, Marketing

Director, Mexico site (study abroad)

Director, Overseas School Director, Program Development

Director, Programs
Director, Student Services
Director, Study Center
Director, University Relations

**Executive Director** 

Executive Director, International Programs Executive Director, Area Studies Center Executive Director, Education Abroad Executive Director, International Programs

**Executive Staff Assistant** 

Faculty

Independent Researcher and Consultant Information Services Coordinator Institutional Representative

International Analyst, Travel Health, Safety & Security

Manager

Program Accountant, Departmental

(continues)



#### APPENDIX II

(continued)

Manager, Communications

Manager, Degree Development USA

Manager, Education Abroad

Manager, Finances

Manager, Specialty Programs and Development

Manager, Student Mobility Manager, Student Office

Manager, Undergraduate International Programs

Manager, University Relations

Office Manager

President

Program Accountant, Departmental

Program Administrator

Program Administrator, EduManager, Canadian Development

Program Assistant

Program Assistant, Education Abroad

Program Assistant, International Programs

Program Coordinator

Program Coordinator, Education Abroad

Program Coordinator, Student Services

Program Coordinator/Adjunct Professor

Program Director

Program Director Overseas

Program Manager

Program Manager, Education Abroad

Program Specialist, Education Abroad

Regional Assistant Director

Regional Coordinator

Regional Director

Regional Manager

Research Assistant

Resident Director

Senior Adviser, International Initiatives

Senior Advisor, Education Abroad

Senior Analyst

Senior Coordinator, Education Abroad

Senior Manager

Senior Program Officer

Staff Assistant, Education Abroad

Staff Assistant, International Programs

Systems Specialist

Vice President/Executive Director



#### ABOUT THE FORUM ON EDUCATION ABROAD

The Forum on Education Abroad is the only organization whose exclusive purpose is to serve the field of education abroad. Incorporated in 2001, the Forum holds 501 (c-3) nonprofit organization status and is recognized by the U.S. Department of Justice and the Federal Trade Commission as the Standards Development Organization (SDO) for education abroad.

Forum members include US colleges and universities, overseas institutions, consortia, agencies, and education abroad provider organizations. The Forum membership includes more than 350 institutions that together account for approximately 90 percent of U.S. students studying abroad.

The Forum develops and implements standards of good practice, promotes and supports research initiatives, and offers educational programs and resources to its members. The Forum's members, represented by the Forum Council and its goals committees, determine the scope and direction of these initiatives. The Forum's annual conference known for its distinctive format that fosters thought-provoking dialogue, and promotes collegiality and the vibrant exchange of ideas.

## THE FORUM ON EDUCATION ABROAD MISSION STATEMENT

The mission of the Forum on Education Abroad is to promote high quality and effective education abroad programs on behalf of students at U.S. colleges and universities through providing opportunities for global discourse and information sharing among the educational institutions, faculty and staff, consortia, agencies and organizations that are its members.

By providing opportunities for discourse and information sharing, the Forum promotes high quality and effective programming through:

- · Advocating standards of good practice,
- · Promoting excellence in curricular development and academic design,
- · Encouraging outcomes assessment and other research,
- · Facilitating data collection, and
- · Advocating education abroad at all levels.

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Austin College

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Azusa Pacific University Babson College Barnard College Baruch College, CUNY

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Carleton College

Center for Cross-Cultural Study‡ Center for International Studies

Center for University Programs Abroad Centers of Academic Programs Abroad\* Centers for Interamerican Studies

Central College Abroad\*

Champlain College Chatham College

Claremont McKenna College\*

Colby College

College Consortium for International

Studies (CCIS)

College of William and Mary

College of Wooster

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Columbia University

Compostela Group of Universities

Connecticut College

Consortium for North American Higher Education Collaboration (CONAHEC)

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Exchange (CIEE)†

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