

## Executive Summary

### Review of the Office of Intercultural and International Life at Carleton College

#### Introduction

The primary purpose of this review is to have a comprehensive assessment of OIIL's purpose, basic goals, programs and services, and OIIL's alignment to the mission within the institution and Student Life Division. Relying on focus group discussions with campus constituents and a review OIIL documents and programming materials, we sought to understand the scope, opportunities, and areas of growth for the Office of Intercultural and International Life.

#### Observations

The most salient themes that emerged included:

1. **Geographic placement of OIIL:** Is the OIIL located in the most ideal location to fulfill its purpose? Is it co-located with the right partners? Is there an unspoken articulation of its institutional value based on where it is located (basement location, level of centrality to students)?
2. **Unclear mission and priorities:** The mission and core learning outcomes of OIIL are unclear. This lack of clarity leads to a concern about the breadth and depth of the current programmatic and pedagogical offerings of the OIIL. As a result, neither international students, nor students of color, nor students at Carleton broadly are served fully.
3. **OIIL office as a passive partner:** Multiple campus constituents wish to see OIIL successful, and situated as a campus convener of broad, inclusion-based work on behalf of students. Currently the office is perceived as a caring office, however, there is consistent feedback that it does not proactively lead or convene inclusion based work broadly or in collaboration with other campus partners.

#### Recommendations

1. Develop clear mission and learning outcomes, with an assessment methodology that aligns with the Division of Student Life. With this clarity, we would recommend the current programmatic model of OIIL. There seems to be emphasis on a mentorship program, however there are also missed opportunities for broader campus impact.
2. The programmatic offerings and student support services at OIIL need to be intersectional, and at the same time purposeful for the specific communities it serves. This requires more integrated partnerships across campus.
3. Reconsider staffing structure: It is not clear if the OIIL is understaffed, but it is clear that there should be a recalibration of staff roles once the core priorities of the office are developed. The current workload of the Assistant Director is unsustainable.
4. Accountability and expectation of Director: The OIIL director needs to be an institutional leader and campus convener of diversity and inclusion work, equipped with the scholarly and co-curricular strategies, along with institutional relationships to advancing this work.
5. Inclusion and diversity work needs to be integrated into the work of student life directors' portfolios broadly, and the student life team needs to build capacity to be more equipped to broadly infuse diversity and inclusion work within all of the programmatic and pedagogical spheres of student life.