UNH Self-Study Report
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Executive Summary

The International University Transfer Program (IUTP) at UNH recruits students and delivers pathway programs for international students who require additional acclimatization and support to ensure their readiness for university level study at the University of New Hampshire (UNH). IUTP students complete a minimum 28 credit hours of university studies in a supportive environment that includes small class sizes, extended teaching hours, and additional learning assistance before transferring to UNH. The IUTP intensive learning experience familiarizes students, who come from vastly different educational systems, pedagogical approaches, teaching and learning styles, with the necessary acclimatization that international students require, thereby ensuring their academic readiness for university-level study. By providing an integrated and structured program comprised of intensive English language instruction, academic course content, student skills development and high levels of social and academic support, pathway students have the opportunity to demonstrate their ability to succeed at UNH. The program helps students who are far from friends and family, and who are often living on their own for the first time, to build the supportive networks that are necessary for success in postsecondary studies.

IUTP students who meet UNH’s requirements for progression, which is completion of a minimum 28 credit hours of successful study, meeting minimum GPA requirements of the major department, and successfully passing ESL 450 or ENGL401A, are then matriculated as mainstream, degree seeking student.

The Navitas partnership with UNH is focused on two primary goals: ensuring that the quality of the IUTP meets exceptionally high standards, and, through the students that it recruits and the programs that it offers, assisting UNH to attain its strategic objectives of internationalizing the campus increasing both international student success and the number of qualified international students in the undergraduate student body. The external academic review, of which this report is a part, will be used by Navitas and the University to advance these goals. The review is also an opportunity for the University and Navitas to examine ways in which the partnership can be strengthened and the global reputation of both parties enhanced.

This report also outlines the contractual relationship between Navitas and UNH. It describes the quality control measures that UNH and Navitas use to ensure that course content, instructor qualifications, assignments, and grading procedures meet the standards of UNH. The report describes professional development opportunities provided to instructors in the IUTP and includes their feedback on teaching experiences in the pathway program. It outlines support and programming available to students to facilitate their adaptation to the U.S. cultural and academic context. Data on IUTP student enrollment, academic attainment, and satisfaction with the program are reported.

Overall, the report concludes that the quality of the IUTP programs, faculty support, and student achievement are high. Student numbers have grown steadily. The IUTP transfer students’ academic
performance after moving to the mainstream UNH program compares favorably with direct entry international students. Students and faculty report high levels of satisfaction with the teaching and learning support that is provided by the program. Student satisfaction with extracurricular support is high.

Introduction & Background

Summary of Academic Framework

Rationale for the Relationship

In 2010 after extensive research and an internal consultation process, UNH entered into a partnership with Navitas forming the International University Transfer Program. This partnership was a step toward fulfilling the University’s strategic mission of internationalizing the University as outlined by President Huddleston in his 2010 address, “The University of New Hampshire in 2020”.

Leading institutions are transforming the global profile of their student communities, enhancing the overall student experience on campus for both international and domestic students, and establishing themselves as globally recognized international universities.

Over the past two decades, the proportion of revenue that public universities have received from government appropriations has dropped significantly. Few North American institutions have the resources, infrastructure, and expertise to develop large scale international initiatives that will make a material impact.

Navitas recruits students from countries throughout the world who for reasons of language proficiency or academic standing may not be eligible to apply to UNH directly, and develops and offers a range of educational services to those students. These students are students of UNH, and they have access to all facilities and additional social and academic opportunities that support their educational experience. UNH has academic oversight of the courses offered to the IUTP students. The objective of the partnership between UNH and Navitas is to increase the quality, number, diversity and success of international students attending UNH.

Pathway Programs at UNH

Three pathway programs are offered on the Durham campus of UNH. These are described as follows:

- **International University Transfer Program (IUTP) English**: Students in IUTP English take courses in Elementary, Intermediate and Advanced English as a Second Language (ESL) subjects. Classes are divided into Reading/Writing and Speaking/Listening, each taught by a different instructor. Students receive five hours of instruction, four days per week. Depending on the student’s
English proficiency, this program’s duration is 1-3 semesters. Completion of IUTP English allows entry in the IUTP Academic program.

- **International University Transfer Program (IUTP) Academic:** The IUTP Academic program is equivalent to the first year of a bachelor’s degree. The Academic program consists of three program streams in Business & Economics, Engineering & Physical Sciences, and Liberal Arts. The IUTP Academic program is a three-semester program, but successful students have the opportunity to complete the program in two-semesters, as part of the Advanced program. Students who do not meet the English proficiency requirements must also complete ESL coursework in addition to academic subjects while studying in the IUTP Academic program.

Admission criteria for the IUTP is outlined below. Students have the ability to enter the pathway program at the ESL level or directly into the Academic level depending on their background.

- **Pre-Master’s Program (PMP):** The PMP is a two-semester program, available to international students who have completed a recognized bachelor’s degree, but who need or wish to have additional support to gain full entry into the university’s master’s degree programs. While in the PMP students complete three academic courses toward their major and four graduate level skills courses. Currently there is a Master of Engineering (Civil Engineering, Mechanical Engineering, Electrical Engineering and Chemical Engineering) and one Master of Science (Computer Science). The Skills courses are designed to support a graduate student adjusting to a new academic environment and learning. Students must earn a B or better in all classes within the PMP for full admission to the MEng or MS program. Although the PMP agreement was signed at the end of 2015, the first class will only begin in May 2016. Being so, the program will not be included in this five year review.

**Governance**

Navitas is committed to ensuring a collaborative relationship(s) with UNH. Navitas partnership operations have robust governance structures to oversee administrative and academic operations, recruitment and enrollment management operations and the overall strategy and performance of the partnership. Each governance group consists of members from both Navitas and the university in order to ensure alignment of interests, goals and objectives and eliminate any conflicts and/or barriers to student success.

The partnership between UNH and Navitas is a key strategic initiative for both parties. A formalized approach to management of the partnership took place through the Academic Advisory Committee which has met every semester of the partnership. However in 2015 an enhanced governance structure was implemented as described below.
Joint Strategic Management Board (JSMB)

The role of the JSMB is to:

i. review the overall performance of the Programs for the prior period and identify any challenges restricting the Programs from achieving their goals and objectives, determine and implement solutions to impediments, develop solutions to improve effectiveness and efficiency and evaluate opportunities for growth and expansion;

ii. review and decide on recommendations related to broad strategic matters from the following:
   1. Academic Advisory Committee; and
   2. Operations Management Committee;

iii. ensure the Programs are adhering to and delivering on the terms and conditions of the Agreement;

iv. communicate the key outcomes and decisions of the Board to the relevant stakeholders of each respective Party and ensure action is taken if/when necessary;

v. ensure academic standards are maintained in accordance with agreed upon benchmarks;

vi. ensure the interaction between Navitas and UNH’s management processes is effective, efficient and of benefit to the both Parties;

vii. resolve any areas of conflict between Navitas and UNH;

viii. ensure government and regulatory body policies are in compliance; and

ix. implement effective risk management of all issues to minimize or eliminate risks, threats and potential barriers to success of the Programs.

Meeting Frequency: 3 times per year (Co-chairs can request additional meetings)

Chair: Joint, one member from each party

The current membership, at the time of the review is:

UNH:

- P.T. Vasudevan, Interim Provost
- Mary Rhiel, Interim Sr. Vice Provost;
- Christopher Clement, Vice President, Finance and Administration;
- Victoria Dutcher, Vice President Enrollment Management

Navitas:

- Bev Hudson, Executive General Manager University Programs North America;
- Dr. Marie Neal, Vice President Operations & Academic Affairs
- Bobbi Gerry, Executive Director, Navitas at UNH;
- Scott Spragg, Vice President Sales and Marketing;
Academic Advisory Committee (AAC)

The role of AAC is to:

i. provide advice related to the academic components of the UPP and PMP
ii. review student performance, progression and graduation statistics

Meeting Frequency: At least once per semester; committee will set how frequently it meets

Chair: Nominated by UNH from committee members

The current membership, at the time of the review, is:

UNH:

- Mary Rhiel, Interim Sr. Vice Provost;
- Judy Spiller, Assoc. Provost Academic Achievement & Support
- Ted Kirkpatrick, Assoc. Dean College of Liberal Arts
- Neil Niman, Assoc. Dean Paul College
- Chuck Zercher, Assoc. Dean College of Engineering and Physical Sciences

Navitas:

- Bobbi Gerry, Executive Director, Navitas at UNH
- Dr. Marie Neal, VP Operations & Academic Affairs
- Sarah Spates, Academic Manager, Navitas at UNH

Joint Operations Management Committee (JOMC)
[First meeting yet to take place]

The role of the OMC is to:

i. ensure that the preparations for student intakes are carefully planned and executed;
ii. examine enrollment, matriculation, marketing and development, and infrastructure;
iii. consider and advise on student orientation and community immersion, and any other issues as may impact student success at UNH;
iv. recommend initiatives in a wide range of areas including recruitment, UPP and PMP development, institutional linkages, property infrastructure and occupancy with the goal of developing and implementing key strategic directions and practices;
v. ensure, through the chair of the committee, the flow of communication to and from UNH and Navitas, to facilitate the handling of matters of mutual concern; and
vi. liaise with other key areas and personnel to ensure processes and systems work smoothly between Navitas and UNH to facilitate effective admissions, registration, billing, student communication and full student access to University services.
Meeting Frequency: At least once per semester; committee will set how frequently it meets

Chair: To be determined by the committee/joint

Membership: The current suggested membership is:

UNH:
- Leila Paje-Manalo, Director Office of International Students & Scholars
- Ted Kirkpatrick, Senior Vice Provost of Student Affairs
- David May, Associate VP for Business Affairs

Navitas:
- Bobbi Gerry, Executive Director, Navitas at UNH
- Scott Spragg, General Manager Marketing and Sales, Navitas North America
- Sarah Spates, Academic Manager, Navitas at UNH

Academic Responsibilities

University of New Hampshire

Instructors of IUTP courses must be approved in advance by Deans or Heads of the relevant academic departments of the University or their delegates.

To ensure that each IUTP course meets the academic standards of the UNH Course, the head of the relevant academic unit of the University appoints a Coordinator who is responsible for:
- ensuring the instructor is qualified to teach the course according to the standards of the department;
- reviewing the course outline, including the proposed assessment components, to ensure they meet departmental standards;
- providing occasional advice regarding course content and assessment standards to an instructor;
- ensuring equivalency of mainstream assessment procedures standards by reviewing a sample of assignments and/or examinations;
- reviewing the final examination and grading standards to ensure both are representative of University’s academic standards;

Navitas at UNH

Navitas operates in ways consistent with the University’s normal teaching and learning practices. In particular, Navitas:
- ensures that students enrolled in IUTP courses have met the required prerequisite(s);
ensures that each course has no fewer contact hours per week than the University’s equivalent course;

engages sufficient number of instructional staff to properly instruct the IUTP program and ensures that all instructional staff meet the threshold requirements for appointment to a similar position in the University;

ensures that students are evaluated in IUTP courses using similar assessment methods, and requiring levels of achievement that are consistent with those required by the University in its equivalent courses;

provides a fair grade appeal process to students in IUTP courses;

is responsible for the conduct of Navitas staff and students on campus, consistent with the University policies.

Admission to the International University Transfer Program (IUTP)

Students are admitted to the IUTP only if they have completed appropriate course work at the secondary level equivalent to Grade 12 and with a University entrance score which is mutually agreed to between Navitas and the University.

Admission to UNH

IUTP students who successfully complete a min of 28 credit hours of IUTP courses are eligible to apply for admission to undergraduate degree programs offered by the University. In addition, students must

• have passed ESL 450 or ENGL 401A;
• meet the minimum GPA required for admission to the relevant program.

When an IUTP student is matriculated to UNH, all course credits remain on the student transcript.

Operation of Pathway Courses

IUTP courses follow the University’s policies and practices with respect to prerequisites, co-requisites, progression, and exemptions. Navitas maintains liaison with relevant University officials in order to monitor changes in University policies and practices and calendar requirements.

University Services and Facilities

IUTP students, as students of the University, are provided equal access to University services such as libraries and counseling services, computing facilities, fitness facilities, etc. that are available to all students of the University. Such access is provided at fees identical to those paid by other students of the University. They also have equal access to the University’s residences.
IUTP classes are mainly held in Nesmith Hall, and occasionally, depending on the faculty member teaching, in the classroom managed by that department. As lab space is extremely limited at the university, the IUTP does not offer any lab-based courses.

The University’s Admissions Office, Office of International Students and Scholars (OISS), College of Engineering & Physical Science (CEPS), College of Liberal Arts (COLA) and Paul College work closely with staff at Navitas to ensure a smooth and seamless matriculation of IUTP students to the University. At least once per term the University makes available advisors from various faculties to meet with IUTP students as they prepare to matriculate to the University.

The Learning Environment

The IUTP Delivery Model

The IUTP programs provide a bridge between secondary school and degree studies primarily for those students who require additional acclimatization and support to ensure their readiness for university level study. The IUTP offers students an opportunity to complete a stream of study comprised of for-credit courses that draw exclusively on curriculum from the University of New Hampshire. Students who complete the IUTP receive transfer credits for all the IUTP academic courses they have completed and can earn up to 16 credits for coursework completed in ESL.

Student Profile

Navitas at UNH is characterized by a wide range of diversity within its student body. Students are distinguished not only by their varying cultural origins but also by the following characteristics:

- first language
- approach to learning
- academic expectations
- prior academic attainment
- motivation

This diversity provides a rich and rewarding teaching and learning environment for students and instructors and also generates significant challenges that students and instructors must overcome to ensure student success.

The pathway program admission requirements, in terms of previous subjects, mirror those of the University of New Hampshire. However, the admission requirements are slightly lower for English proficiency and/or for high school grades as determined jointly by Navitas and the UNH Office of Admissions.
Teaching and Learning Environment

The pathway program addresses these challenges through a student-centered approach.

The teaching philosophies reflect the following values and principles:

- respect for diversity
- adaptation to the learning needs of students
- emphasis on scholarly inquiry and lifelong learning
- encouragement for students to become independent learners

Access to University facilities and the broader university student community provides IUTP students with a seamless transition to their future studies at UNH.

Navitas and UNH believe that a supportive learning environment extends beyond academic instruction and includes general student welfare. In this regard, pathway students are surveyed regularly, and, as far as is possible, its programs and services are adjusted to meet the full range of needs they express.

Academic Calendar

The pathway program follows the same academic calendar as UNH for the Fall & Spring semesters. It also offers a 10-week summer semester. All semesters offer the same number of contact hours. This allows students to spread their studies across a twelve month period and, because there are three intakes per year, allows students the greatest flexibility in beginning and completing their studies in the pathway program.

Development of Academic Skills and Abilities

In all of its teaching, instructors are encouraged to focus on imparting the following skills:

- written communication
- oral communication
- use of information technology
- primary research
- secondary research
- analysis
- critical evaluation
- problem solving
- academic integrity
- independent learning
- interpersonal communication
- team work
- class participation
- cultural awareness
- time management
The aim is not only to give students the required content from each of their study subjects but also to build scholarly skills appropriate to the US post-secondary context.

The learning process in the IUTP is structured to encourage students to develop an awareness of what helps and hinders their own learning.

Delivery Model

The strategies and structures include:

- small class sizes
- one additional contact hour per week with instructors for each academic subject
- an adaptive teaching model
- a mandatory first semester Interactive Learning Skills (ILS) course which develops skills in listening, analytical and critical thinking, research, academic writing, (including grammar and referencing), individual and group work
- accessible individual learning assistance (instructor consultation and academic advisors)
- early intervention if academic results indicate difficulties including individualized academic support plans
- follow-up on irregular attendance

Pathway Programs

Students studying in the IUTP program must adhere to the UNH Student Rights, Rules & Responsibilities guidelines. In addition, students are also obliged to follow the IUTP Enrollment Policies.

The framework of the IUTP is illustrated below in Figure 1. The IUTP Enrollment Policy Guide is located in Appendix 1.
International University Transfer Program (IUTP) – Academic

The IUTP Academic program is equivalent to the first year of a bachelor’s degree. The Academic program consists of three program streams in Business & Economics, Engineering & Physical Sciences, and Liberal Arts. The IUTP Academic program is a three-semester program, but successful students have the opportunity to complete the program in two-semesters, as part of the IUTP Advanced program. Students who do not meet the English proficiency requirements must also complete ESL coursework in addition to Academic subjects while studying in the IUTP Academic program.

Academic subjects in the IUTP Academic program are a subset of University of New Hampshire courses, most of which are requirements of the University’s general education curriculum or the “Discovery Program” and are typically 400 level courses. These subjects allow students to meet admission requirements for their UNH degree programs. The IUTP Academic Program currently offers 11 academic subjects. Not all courses are taught each term. Some may be offered in alternate terms and some once per year. Some subjects are delivered in multiple sections to help keep class sizes small.

Students are required to complete a minimum of 28 academic credit hours to complete the pathway program.

Requirements for the IUTP Academic program and course descriptions can be found in Appendix 2.

International University Transfer Program (IUTP) – English

The IUTP English program provides students the opportunity to improve their English proficiency while earning up to 16 academic credits for ESLI coursework. ESL curriculum is that of the College of Liberal
Arts, Department of English. The program is administered by the English as a Second Language Institute (ESLI). The program focuses on reading, writing, speaking and listening in English. Students receive twenty hours of instruction per week. Depending on a student’s English proficiency, this program is designed to be completed between 1-3 semesters; however, 37% of successful pathway graduates take 1-2 years of ESL coursework with an average total credit count of 29. Sixteen of these credits are eligible for transfer toward degree requirements. Students who successfully complete the IUTP English program, then progress to the IUTP Academic program.

Requirements for the IUTP English program and course descriptions can be found in Appendix 2.

Student Support Services

Pathway students are provided with a number of supportive activities each semester. These include:

**Orientation** - A compulsory orientation provides a series of creative and enjoyable activities that orient students to the IUTP, the workings of the university, and to Durham, NH/ New England. Various activities familiarize students with important locations and resources around campus. Students are required to sit for the Institutional Testing Program (TOEFL ITP) to determine placement in UNH’s ESLI English-language courses (if necessary). Once English placement is confirmed, students register for their semester course schedule. Students also explore the surrounding areas with day trips to Portsmouth, Newington, and York, Maine.

**Orientation Leaders** - At orientation, and throughout the semester, both current and former pathway students volunteer to act as leaders to assist new students. Orientation Leaders are trained in responses to Frequently Asked Questions and they provide referrals to appropriate Navitas or UNH resources where necessary.

**Peer Assisted Student Support (PASS) Center** - Pathway alumni and advanced students who have excelled in specific subjects may volunteer (non-paid) as peer mentors to fellow students. All peer mentors receive specific training as a mentor and their participation helps increase their ability to participate in future mentor opportunities at UNH, such as the UNH Mathematics Center. Peer mentors provide help with specific subjects through weekly drop-in support sessions. These activities are monitored and supported by a pathway program Writing Support staff member.

**Academic Workshops** - The pathway program offers a number of workshops each semester that are designed to help students improve their academic skills. These include study strategies, exam preparation, note taking and time management. Workshops are mandatory for students on Academic Probation. Workshops are also provided on ‘how to apply’ to UNH.
Social events - The pathway program hosts a number of social events each semester. Events have included a Halloween party & haunted forest field trip, ice skating at the Whittemore Center, stress relief activities during finals and attending Boston Celtics games.

Ambassadors – Current and former pathway students volunteer as leaders in the program to design social events and discuss ways to improve the international student experience at UNH. Ambassadors are trained in student leadership development and are often engaged in UNH leadership positions as well. Ambassadors have worked with various University departments, including conducting a survey for UNH Dining Services as well as providing feedback to the UNH Housing Office regarding the housing sign-up process.

Course and program advising - Staff are available for academic advising and see students on a drop-in basis. A repository of information is also available on the Navitas student portal. Advising is conducted to help students plan their programs, understand progression requirements and prepare for their matriculation to UNH.

Personal & wellness advising – Adjusting to any new environment can be a stressful experience for some students. In addition to academic support, pathway staff also help to provide personal support for all students in the program. Topics vary from housing concerns and how to get involved on campus to health/insurance questions or on-campus employment.

Volunteering - Once students are settled in Durham, they are encouraged to get involved as volunteers with activities. Volunteer opportunities in the pathway program include planning social events, peer tutoring in academic subjects, assisting at orientation, or helping with other special events. Pathway students who have matriculated to UNH are invited to participate in volunteer opportunities. These include lead roles in orientation, Ambassadors or Peer Mentor program opportunities. Those who express interest in these areas are provided specific training.

Student portal - Students and staff have a user-friendly, web-based portal that provides administrative support, communication, and course administration tools to enhance the students’ studies. Students utilize the portal to learn about upcoming events or academic deadlines, to access required documents and academic policies, and to register for their courses.

UNH Matriculation Workshops - The academic staff in the IUTP program provide a workshop each semester to review the program requirements and application process to their UNH degree program. In addition, the Office of International Students & Scholars (OISS) meets with all students once they have been conditionally admitted to a UNH program to help students with their transition process. Students are provided with basic guidelines about student advising and registration at UNH and are reminded about the various academic resources available on campus to help support them.
Access to UNH facilities

As the IUTP students are UNH students, they pay all mandatory Student Services Fees to the University each semester and have access to the same student services and facilities available to all UNH students. These include the Memorial Union Building, Health Services, Counseling Center, transportation services, Recreation Services, campus libraries, computer labs and on campus residence halls.

Student Feedback

The IUTP has a number of mechanisms available to students to provide feedback about its academic program. All students are asked to complete a web-based survey, administered through the student portal, of the University of New Hampshire’s Student Evaluation of Teaching for all of their courses. If students identify instructional issues, these are discussed with instructors individually and suggestions are given to improve.

A Student Satisfaction Survey is completed annually (Appendix 3). In 2015, 18% of students completed the survey. A summary of the key measures is provided in Table 1.

Table 1: 2015 Student Satisfaction Survey related to the teaching and learning environment

<table>
<thead>
<tr>
<th>Areas Assessed</th>
<th>Excellent and Good</th>
<th>Excellent, Good, plus Satisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, how do you rate the quality of teaching:</td>
<td>85%</td>
<td>98%</td>
</tr>
<tr>
<td>Overall, how do you rate the quality of support services:</td>
<td>84%</td>
<td>100%</td>
</tr>
<tr>
<td>Overall, how do you rate the quality of the learning culture:</td>
<td>78%</td>
<td>96%</td>
</tr>
<tr>
<td>Overall, how do you rate the quality of the learning environment:</td>
<td>88%</td>
<td>94%</td>
</tr>
<tr>
<td>Overall, how do you rate the quality of the facilities and resources:</td>
<td>78%</td>
<td>100%</td>
</tr>
<tr>
<td>Overall, how do you rate the quality of customer service:</td>
<td>83%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Navitas participates in the International Graduate Insight Group independent research survey known as the “i-graduate” survey. This provides comparative data from over 1200 educational institutions internationally and over 1.5 million student respondents. Colleges and universities are compared with one another, and over time in terms of their own performance. The survey captures feedback from students about their experiences in terms of pre-arrival information, learning environments, living environments, and supports available. Navitas participates in the survey every two years. The results provide Navitas with comparative data on key elements of student experiences as compared to other post-secondary institutions, other Navitas pathway programs, and the UNH pathway program.

The results of the 2013 i-graduate survey are located in Appendix 4. For IUTP, 101 of 259 students (39%) of possible respondents participated.

Table 3 shows that the program’s average scores in each of the four main categories (learning, living, support, and arrival) as well as its overall score were better than the scores achieved by the global International Student Barometer benchmark (ISB) and in some cases, better than the overall Navitas benchmark scores.
Table 3: 2013 i-Graduate Survey of student satisfaction percentage of students who were satisfied or very satisfied with Navitas at UNH overall

<table>
<thead>
<tr>
<th></th>
<th>UNH</th>
<th>ISB %</th>
<th>ISB +/-</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEARNING AVERAGE</strong></td>
<td>87.3%</td>
<td>86.6%</td>
<td>0.7%</td>
</tr>
<tr>
<td><strong>LIVING AVERAGE</strong></td>
<td>86%</td>
<td>80.1%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>SUPPORT AVERAGE</strong></td>
<td>91.3%</td>
<td>89.7%</td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>ARRIVAL AVERAGE</strong></td>
<td>85.5%</td>
<td>85.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td><strong>OVERALL AVERAGE</strong></td>
<td>87.5%</td>
<td>85.4%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

Using both internal and independently conducted research, student satisfaction is regularly monitored. Navitas uses these data to continually adjust and improve its student services.

Response to Student Feedback

Pathway administrators carefully review the feedback received by all levels of student surveys. Attention is focused on those satisfaction levels that are below 80%, and on the categories where there is a relatively low proportion of “good” and “excellent” ratings.

All issues are addressed in a timely manner. Issues surrounding the physical classroom environment are communicated to UNH, to determine solutions to problems with classroom space.

Pathway Students

Historical Enrollment Figures

In May 2011, the first intake of students for the pathway program at UNH was 6 students. Enrollment had grown to 394 students as of Fall 2015. Enrollment in the IUTP Academic program is typically around 50% of the total pathway student population, although recently this percentage has been rising, with 61% of the total population enrolled in the IUTP Academic program and 39% enrolled in the IUTP English program.

Table 5 shows yearly student enrollment, new student enrollment, and enrollment in each pathway program. Students in the Academic International University Transfer Program (IUTP Acad) can complete the program in three terms. Students in the IUTP English program need to complete an additional 1-3 semesters of English only, before transferring to the IUTP Academic. Some students in the IUTP Academic program may qualify for the Advanced Academic program which can be completed in two semesters.
### Table 5: Enrollment by Term

<table>
<thead>
<tr>
<th></th>
<th>Total Enrolment</th>
<th>Returning Students</th>
<th>New Students</th>
<th>IUTP Engl (6 terms)</th>
<th>IUTP Engl (5 terms)</th>
<th>IUTP Engl (4 terms)</th>
<th>IUTP Acad (3 terms)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summer 2011</strong></td>
<td>6</td>
<td>-</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Fall 2011</strong></td>
<td>53</td>
<td>6</td>
<td>47</td>
<td>1</td>
<td>4</td>
<td>19</td>
<td>23</td>
</tr>
<tr>
<td><strong>Winter 2012</strong></td>
<td>76</td>
<td>53</td>
<td>23</td>
<td>0</td>
<td>2</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Summer 2012</strong></td>
<td>85</td>
<td>62</td>
<td>23</td>
<td>0</td>
<td>4</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td><strong>Fall 2012</strong></td>
<td>169</td>
<td>76</td>
<td>93</td>
<td>18</td>
<td>18</td>
<td>19</td>
<td>38</td>
</tr>
<tr>
<td><strong>Winter 2013</strong></td>
<td>177</td>
<td>150</td>
<td>27</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td><strong>Summer 2013</strong></td>
<td>143</td>
<td>127</td>
<td>16</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td><strong>Fall 2013</strong></td>
<td>268</td>
<td>139</td>
<td>129</td>
<td>58</td>
<td>28</td>
<td>26</td>
<td>17</td>
</tr>
<tr>
<td><strong>Winter 2014</strong></td>
<td>277</td>
<td>229</td>
<td>48</td>
<td>18</td>
<td>13</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td><strong>Summer 2014</strong></td>
<td>218</td>
<td>206</td>
<td>12</td>
<td>1</td>
<td>7</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Fall 2014</strong></td>
<td>343</td>
<td>203</td>
<td>140</td>
<td>72</td>
<td>20</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td><strong>Winter 2015</strong></td>
<td>334</td>
<td>285</td>
<td>49</td>
<td>8</td>
<td>18</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td><strong>Summer 2015</strong></td>
<td>215</td>
<td>201</td>
<td>14</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td><strong>Fall 2015</strong></td>
<td>399</td>
<td>249</td>
<td>150</td>
<td>53</td>
<td>23</td>
<td>17</td>
<td>57</td>
</tr>
</tbody>
</table>

### Country of Origin

The pathway program has admitted students from 27 countries during the period May 2011 to September 2015. Figure 2 presents the proportion of students from the countries with the largest representation. A complete listing of students by start date and country can be found in Appendix 5.

Some students are shown as having US citizenship. These are overseas students who have US citizenship; however, the majority of their educational experience has been outside of the US.
Table 6 presents the rate of attrition of eligible returning students who do not re-register in the pathway program each term. The attrition rate is 3%.

Students who take a Leave of Absence for the summer semester and return for the fall are not included in these numbers.

Table 6: Attrition Rates

<table>
<thead>
<tr>
<th></th>
<th>Attrition Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2011</td>
<td>0%</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>0%</td>
</tr>
<tr>
<td>Winter 2012</td>
<td>5%</td>
</tr>
<tr>
<td>Summer 2012</td>
<td>7%</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>3%</td>
</tr>
<tr>
<td>Winter 2013</td>
<td>4%</td>
</tr>
<tr>
<td>Summer 2013</td>
<td>5%</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>5%</td>
</tr>
<tr>
<td>Winter 2014</td>
<td>5%</td>
</tr>
<tr>
<td>Summer 2014</td>
<td>8%</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>5%</td>
</tr>
</tbody>
</table>
In addition to tracking student attrition, information is also gathered, (where possible) on students stated reason for leaving the program. Table 7 summarizes the reasons identified, as well as the proportion of students who fall into each category.

**Table 7: Student Reasons for Leaving the IUTP (2011 to 2015)**

<table>
<thead>
<tr>
<th>Code</th>
<th>Total Students</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return to Home Country</td>
<td>49</td>
<td>28%</td>
</tr>
<tr>
<td>ESL Duration/Transfer to another ESL program*</td>
<td>35</td>
<td>20%</td>
</tr>
<tr>
<td>Transfer to another Academic Institution</td>
<td>20</td>
<td>11%</td>
</tr>
<tr>
<td>Did not Re-enroll</td>
<td>16</td>
<td>9%</td>
</tr>
<tr>
<td>Unsatisfactory Progress</td>
<td>15</td>
<td>8%</td>
</tr>
<tr>
<td>ESL Attendance Violation**</td>
<td>12</td>
<td>7%</td>
</tr>
<tr>
<td>ESL Repeat Violation***</td>
<td>11</td>
<td>6%</td>
</tr>
<tr>
<td>Medical Withdrawal</td>
<td>6</td>
<td>3%</td>
</tr>
<tr>
<td>Visa Denial – unable to return</td>
<td>6</td>
<td>3%</td>
</tr>
<tr>
<td>Financial Reasons</td>
<td>5</td>
<td>3%</td>
</tr>
<tr>
<td>Administrative Suspension/Withdrawal</td>
<td>4</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>179</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Began recording Fall 2014  
**Policy Effective January 2014  
*** Policy Effective Summer 2015

We continue to see a large number of students withdrawing due to their ESL duration/program (20% of all withdrawals). Of the students who have withdrawn from the program, 65% were in the IUTP English program. 52 students completed 30 to 70 ESL credits (one to two full years of coursework) before withdrawing from the program.
Pass Rates

Academic Courses

<table>
<thead>
<tr>
<th>Year</th>
<th>Academic Course Pass Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>97%</td>
</tr>
<tr>
<td>2012</td>
<td>96%</td>
</tr>
<tr>
<td>2013</td>
<td>94%</td>
</tr>
<tr>
<td>2014</td>
<td>96%</td>
</tr>
<tr>
<td>2015</td>
<td>97%</td>
</tr>
</tbody>
</table>

*see End of Term Reports in Appendix

ESLI Courses

<table>
<thead>
<tr>
<th>Year</th>
<th>ESLI Course Pass Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>74%</td>
</tr>
<tr>
<td>2012</td>
<td>65%</td>
</tr>
<tr>
<td>2013</td>
<td>75%</td>
</tr>
<tr>
<td>2014</td>
<td>73%</td>
</tr>
<tr>
<td>2015</td>
<td>76%</td>
</tr>
</tbody>
</table>

*see End of Term Reports in Appendix

Students are required to repeat ESL coursework at multiple levels in their English progression. 43% of students who have successfully completed the pathway program to date (n=291) had to repeat at least one ESL level. Of those who repeated a level, 44% were required to repeat two or more semesters of ESL coursework.

<table>
<thead>
<tr>
<th>Additional Sem of ESL Course(s)</th>
<th>Numbers Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>69</td>
</tr>
<tr>
<td>2</td>
<td>35</td>
</tr>
<tr>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124</strong></td>
</tr>
</tbody>
</table>
Of the 124 students who repeated one level, 83% had to repeat the final course in the ESL curriculum, ESL 450. 32% (n=33) needed to repeat ESL 450 multiple times. Any additional semester will add tuition and fees at a rate of $17,424* per semester.

* (total is for one student for tuition, including double room charge and core meal plan)

The average number of ESL credits completed by pathway graduates is 29*.

*(a total of 16 credits of ESL course work can be applied toward Bachelor degree)

Matriculation Rates

Table 8 details the number of students who successfully complete the IUTP: Academic pathway, within their declared program of study. Students can complete the IUTP in May, August, or December.

The table includes students termed “Matriculated” who completed a minimum 28 credit hours in the IUTP with a minimum 2.5 GPA. There are some students who completed 28 credit hours in the IUTP, but did not attain a 2.5 GPA. These are listed as “Completed” students.

Table 8: Matriculated Students by Program Stream

<table>
<thead>
<tr>
<th>Semester</th>
<th>Business</th>
<th>Engineering</th>
<th>Liberal Arts</th>
<th>Total Matriculated¹</th>
<th>Additional Completed²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 2015</td>
<td>12</td>
<td>10</td>
<td>10</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>May 2015</td>
<td>11</td>
<td>4</td>
<td>5</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Dec 2014</td>
<td>22</td>
<td>9</td>
<td>8</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>Aug 2014</td>
<td>17</td>
<td>12</td>
<td>8</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>May 2014</td>
<td>12</td>
<td>3</td>
<td>2</td>
<td>17</td>
<td>1</td>
</tr>
<tr>
<td>Dec 2013</td>
<td>11</td>
<td>9</td>
<td>8</td>
<td>29</td>
<td>1</td>
</tr>
<tr>
<td>Aug 2013</td>
<td>20</td>
<td>7</td>
<td>3</td>
<td>30</td>
<td>1</td>
</tr>
<tr>
<td>May 2013</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Dec 2012</td>
<td>8</td>
<td>1</td>
<td>3</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Aug 2012</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>May 2012</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>131</strong></td>
<td><strong>60</strong></td>
<td><strong>52</strong></td>
<td><strong>246</strong></td>
<td><strong>248</strong></td>
</tr>
</tbody>
</table>

¹ Matriculated are those students who completed the Academic IUTP with 28 credit hours and a minimum 2.5 GPA

² Students who completed the program passed 28 credit hours with less than 2.5 GPA
The average number of semesters completed by pathway graduates (inclusive of ESL and Academic work) is 4.44 (Mode = 3).

**Progression to UNH**

92% of students who completed the Academic IUTP are currently listed as active students at UNH or have graduated from the University.

**Program of Study at UNH**

Table 9 documents the distribution of IUTP students by College in October, 2015.

*Table 9: Pathway Student Enrollment by College at the University of New Hampshire (n=247)*

<table>
<thead>
<tr>
<th>College</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul College of Business &amp; Economics</td>
<td>49%</td>
</tr>
<tr>
<td>College of Engineering &amp; Physical Sciences</td>
<td>27%</td>
</tr>
<tr>
<td>College of Liberal Arts</td>
<td>21%</td>
</tr>
<tr>
<td>College of Life Science &amp; Agriculture</td>
<td>2%</td>
</tr>
<tr>
<td>College of Health &amp; Human Services</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

**Academic Performance at UNH**

Student data is accessed through WebI reporting that pulls from UNH’s Banner system. From this we can provide the following;

- Average cumulative GPA for a pathway student at UNH: 3.20
- 27% have a 3.50 or higher cumulative GPA at UNH
- 7% have a 2.50 or lower cumulative GPA at UNH
- Less than 1% have a 2.00 or lower cumulative GPA at UNH

Navitas and UNH are working together to begin pulling more robust tracking study data after Institutional Research completes its restructure under the new VP of Enrollment Management.

**Retention Rate of Pathway Students at UNH**

In October, 2015, 214 students who have matriculated from IUTP were listed as active students at the University of New Hampshire. In addition 18 former pathway students had successfully completed their degree requirements at the University of New Hampshire. Out of 247 students, only 19 students (8%) were listed as withdrawn/inactive at UNH. A summary of the reasons students listed for withdrawal from UNH is presented in Table 13.
### Table 13: Summary of Reasons for Withdrawal at UNH (2011 to 2015)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer</td>
<td>5</td>
<td>42%</td>
</tr>
<tr>
<td>Personal/Financial</td>
<td>2</td>
<td>17%</td>
</tr>
<tr>
<td>Military Duty</td>
<td>2</td>
<td>17%</td>
</tr>
<tr>
<td>Family Obligations</td>
<td>1</td>
<td>8%</td>
</tr>
<tr>
<td>Medical</td>
<td>1</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### Summary of Student Data

A critical indication of the quality of the pathway program is whether students and graduates succeed in their program once they matriculate to UNH. While we can see some data for students who have matriculated, we look forward to working with UNH’s Institutional Research Office after its restructure to begin work on a comprehensive review each semester.

### Teaching and Teaching Support

#### Instructors

At the time of writing of this report (Fall 2015), 12 instructors are teaching in the International University Transfer Program (IUTP). The majority (67%) are current or previous instructors at the University of New Hampshire. Thirty-three (33) per cent of this group hold PhDs or are doctoral students.

Instructors are appointed on a sessional basis each academic term.

All instructors teaching UNH curriculum for the IUTP program must be approved by the University of New Hampshire, typically by a Department Head or Associate Dean. Most instructors have been hired upon recommendation of a department from their roster of instructors. These may be faculty members, graduate students, or sessional instructors. If a department has no recommendations to make, Navitas recruits instructors and seeks approval from the departments prior to offering teaching appointments.

#### Instructor Training & Support

All instructors participate in an induction session that provides information about the pathway program and teaching model. This includes an overview of student demographics, approaches that have been successful for classroom management, strategies for teaching in two-hour blocks, and an introduction to policies.
Professional development (PD) opportunities are offered each year to instructors. These PD sessions are presented by various resource persons. (see Table 13 below). In addition, a debriefing session at least once every semester allows instructors to share experiences, describe successful strategies, and to discuss challenges they face in delivering their courses. These sessions have been very popular and have helped best practices to emerge and be shared among new instructors.

**Table 13: Instructor Professional Development Sessions**

<table>
<thead>
<tr>
<th>Presenter</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>May 2013</strong></td>
<td></td>
</tr>
<tr>
<td>Dr. David Cross, Director, UNH Counseling Center</td>
<td>UNH’s Behavioral Intervention Team: Identifying At Risk Behaviors</td>
</tr>
<tr>
<td>Dr. Anne Lawing, Dean of Students, Student &amp; Academic Services</td>
<td></td>
</tr>
<tr>
<td><strong>May 2014</strong></td>
<td></td>
</tr>
<tr>
<td>Danial Hamzah &amp; Paul Venghaus, Marketing &amp; Recruitment Officers, Navitas at UNH</td>
<td>What’s in a Name: cultural differences of names &amp; pronunciation lessons</td>
</tr>
<tr>
<td><strong>December 2014</strong></td>
<td></td>
</tr>
<tr>
<td>Ms. Kathy Berger, Director, Disability Services for Students (DSS)</td>
<td>Overview of Disability Services for Students (DSS) resources and referral process for faculty/staff</td>
</tr>
<tr>
<td><strong>May 2015</strong></td>
<td></td>
</tr>
<tr>
<td>Dr. Sean Moundas, Assistant Director of Outreach &amp; Assessment, UNH Counseling Center</td>
<td>Kognito: Identifying Students at Risk: An Online Training Simulation for Faculty, Staff and Students</td>
</tr>
<tr>
<td>Denise Nelson, Adjunct Assistant Dean of Students, Student &amp; Academic Services</td>
<td></td>
</tr>
</tbody>
</table>

**Facilities & Resources**

Navitas administrative offices and classrooms are in Nesmith Hall.

The majority of IUTP academic classes are held in five Nesmith classrooms as assigned by the Registrar’s Office (NESM G24, G27, 118B, 226 & 329). Classroom technology is provided and maintained by UNH. Three shared instructor offices are also available in Nesmith for student meetings and for drop-in office hours in Nesmith. As administrative space is limited, instructors who currently have office space on campus are asked to use that space in place of Nesmith.
Nesmith, being one of the oldest buildings on campus, went several years without needed upgrades while it was used as swing space for campus building projects. Work has been done recently to bring some of the classrooms up to university standards but there is hope more can be done to improve the student experience in and out of the classroom.

Students enjoy the same library/email/internet access as all UNH students and are housed in the University’s on-campus residence halls. Instructors also receive access to UNH sponsored IT accounts which provides access to the UNH library system as well as Blackboard.

Instructor Feedback

Instructors are provided with feedback each semester by means of End of Semester Student Course Evaluation surveys (Appendix 6). These are reviewed by Navitas and are sent to the UNH Discovery Program, along with course syllabi for each Discovery course taught in Navitas.

Instructors complete a survey each term to provide feedback to Navitas regarding the programs, policies, and administration. Full survey results for Summer 2015 are found in Appendix 7. Key indicators from this survey are shown in Table 14.

Instructors also submit brief reports at the end of each semester providing suggestions for adaptations for future classes, comments on student background that may be helpful for course development, supports that Navitas can put in place to help students, and any other topics they wish to share. These comments are shared with the University each semester via the Academic Advisory Committee.

Table 14: Summer 2015 Instructor Survey: Key Indicators (number of participants =11 (100%))

<table>
<thead>
<tr>
<th>Questions</th>
<th>% of respondents who agree and strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navitas adds value to the way in which the same course is taught at the University</td>
<td>100%</td>
</tr>
<tr>
<td>I received sufficient information/training/mentoring when I commenced teaching at Navitas</td>
<td>100%</td>
</tr>
<tr>
<td>The resources and facilities at Navitas are adequate to support teaching and learning</td>
<td>100%</td>
</tr>
<tr>
<td>Navitas has student, academic and personal (welfare) support systems that are adequate in supporting me when dealing with student issues</td>
<td>100%</td>
</tr>
<tr>
<td>The academic leadership at Navitas is adequate</td>
<td>100%</td>
</tr>
<tr>
<td>Enhancement and improvements in teaching and learning are encouraged at Navitas</td>
<td>100%</td>
</tr>
</tbody>
</table>
Instructor Retention

The majority of current instructors (83%) have chosen to teach in the pathway program for multiple semesters, and administrators seek to retain outstanding instructors. Anecdotal reasons given for leaving include: relocation, acquiring full-time employment, or additional time commitments, discontinuation of a subject, and visa sponsorship. Many instructors find their first semester a new learning opportunity. They adapt their approaches to IUTP classes over time. A number have commented that their experience in the pathway program has helped them improve and diversify their teaching styles.

Overall instructors are engaged with the students and the administrative staff. They alert staff to students at risk early and are responsive to feedback provided by staff. Some will take the time to discuss teaching practices and trends and draw attention to literature that is available and current. This level of engagement has benefitted both the instructors and Navitas.

Course Coordinators and Quality Assurance

Program of Quality Assurance

As previously mentioned, the Academic Advisory Committee (AAC) is responsible for providing advice to Navitas and UNH regarding the academic operations of the IUTP. Navitas provides a report to the AAC each semester detailing enrollment figures, programs of study, grade distribution in all subjects, student retention, and graduation rates from the IUTP Academic program. The report provides comments from instructors and students on current courses and potential future course offerings. All past reports can be found in Appendix 8.

Academic Oversight

Departments at the University of New Hampshire provide course oversight and liaison with Navitas to ensure that the IUTP Academic courses conform to UNH academic standards. They also ensure that instructors are properly qualified and that assessment procedures are appropriate.

The process for ensuring course quality is as follows: Deans or Department Heads appoint Course Coordinators (or fulfill the role themselves) for each IUTP Academic course delivered by Navitas. Often, the Course Coordinators are the same individuals who coordinate the courses for the departments.

It is the responsibility of the Course Coordinator to review instructor CV’s and participate in instructor hiring interviews. Coordinators must also maintain regular contact with pathway course instructors and to provide advice and discussion of issues related to course content and delivery. The Course Coordinator
meets as required with the Academic Manager & Executive Director at Navitas to resolve any outstanding issues related to course delivery.

The Course Coordinator provides instructors with current course outlines for university courses for which pathway students receive academic credit. These include details of assessment procedures and required course texts. Outlines are then adapted by instructors for the pathway offering. The Coordinator reviews and approves final outlines and assessment procedures prior to any course commencement.

Course Coordinators are responsible for approving in advance all assignments, tests, and examinations to ensure conformity with University standards. Coordinators may also review samples of written assignments and completed tests.

On completion of reviews, Coordinators approve all final grades in writing. The “Navitas Course Compliance Forms” are attached in Appendix 9.

Matriculate to UNH

Students from the pathway apply to UNH once they have completed their IUTP Academic requirements. Their applications are assessed three times a year (October, April & June) and students are granted conditional admission to intended programs of study based on their current enrollment but they must successfully complete their final semester in the IUTP in order to matriculate successfully. Students must complete a minimum of 28 academic credits, in subjects specific to their pathway stream, with the required GPA, to be accepted to a degree program at UNH.

Financial Revenues to UNH from Navitas

Summary of Royalties as of Spring 2016

| Total royalties Navitas at UNH has remitted to UNH | $8.0m |

Summary of Flow on Income to date

| Down Stream Tuition* | $22.8m |

* In addition to the royalty payments, it is estimated that UNH will benefit by additional international student tuition revenue for pathway students who have completed the Navitas pathway and progressed to the University to degree completion using current tuition costs.

Summary of ESLI Payments to date

| Total amount remitted to the UNH ESL Institute for the Instructional costs associated with pathway students taking ESL and ENGL401A courses | $4.4m |
## Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total royalties Navitas at UNH has remitted to UNH</td>
<td>$8.0m</td>
</tr>
<tr>
<td>Total amount remitted to the UNH ESL Institute for the Instructional cost associated with pathway students taking ESL and ENGL401A courses</td>
<td>$4.4m</td>
</tr>
<tr>
<td>Total Housing/Dining/Student Fees remitted to UNH</td>
<td>$16.5m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$28.9m</strong></td>
</tr>
<tr>
<td>Down Stream Tuition*</td>
<td>$22.8m</td>
</tr>
<tr>
<td><strong>Total Contribution to date</strong></td>
<td><strong>$51.7m</strong></td>
</tr>
</tbody>
</table>