

GOAL 1

COORDINATE EFFORTS TO RECRUIT AND RETAIN INTERNATIONAL AND DOMESTIC STUDENTS AND SCHOLARS AND ASSIST THEM IN ACHIEVING ACADEMIC AND INDIVIDUAL SUCCESS.

Objective			
Increase the number and diversity of international students enrolled at Wright State University.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Establish and maintain contact with educational advisors, school counselors, cultural missions, and other organizations related to international education. Better integrate UCIE and LEAP into university recruitment and retention operations by making key faculty and staff members involved in recruitment, admissions, and retention aware of the issues pertaining to international applications. Increase collaboration between Colleges, Study Abroad Programs, and International Student Recruitment to arrange visits of Wright State groups to partner and “feeder” colleges and universities to increase visibility of Wright State internationally and to assist in international student recruitment (i.e., Revised Wright Way Travel Policy, training to campus community provided by UCIE, and international promotional packages). Increase scholarship funds for international students. 	<ul style="list-style-type: none"> Increase international student enrollment by 10% by 2012 (both undergraduate and graduate students). Increase funding and support for UCIE and LEAP recruitment efforts through streamlining and shortening the admissions process for both graduate and undergraduate students and increasing yield of international student applications by 7% by 2012. Diversify regions and academic programs represented in international student numbers, with no more than 50% of students coming from one country or region in the world. Increase international student scholarship funds by 500% by 2012. 	<ul style="list-style-type: none"> International Recruitment International Recruitment, International Admissions, SEVIS and Visa Management/Support International Recruitment, Education Abroad Associate Provost for International Affairs 	<ul style="list-style-type: none"> Colleges, Enrollment Management Committee Office of Student Services, Enrollment Management Committee, LEAP Colleges Colleges, Advancement
Objective			
Expand opportunities for international and domestic scholars.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Enhance visiting scholar/professor J-1 Exchange Visitor Program. Continue to expand and promote opportunities for teaching, research, and exchange visits. Database of faculty exchange participants created and maintained by UCIE. Build effective partnerships locally, nationally (i.e., Washington, DC) and globally. 	<ul style="list-style-type: none"> Increase in number of visiting scholars by 10% each year. More faculty members aware and participating on international exchange programs. Database of faculty exchange participants developed to better track activity and interest in programs. Increase international faculty exchange by 50% by 2012 with a diversity of academic areas and programs offered. 	<ul style="list-style-type: none"> International Student and Scholar Services Associate Provost for International Affairs and Director of UCIE Director of UCIE Associate Provost for International Affairs 	<ul style="list-style-type: none"> VP for Research and Graduate Studies Colleges Colleges Colleges

Objective

Increase the number of students participating in expanded international programs.

Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> • Develop student self-assessment for study abroad to post on UCIE website. • Expand student participation in the promotion of international opportunities, such as the revitalization of the Ambassador Club. • Increase the number of non-traditional education abroad students (minority and physically handicapped students). • Offer quarterly Study Abroad Open Houses in Colleges and other units on campus and a new yearly campus-wide Study Abroad Fair. • Hold quarterly informational sessions to highlight external funding opportunities for students wishing to study abroad. • Develop more complete international crisis management protocol and review plan yearly. • Effectively connect international and study abroad participants through programs and activities in UCIE (i.e., International Forums, Coffee Hour, field trips, new International Club, International Friendship Affair, International Education Week) by collaborating with different university departments involved in the dissemination of program information. • Explore possible expansion of International House for degree seeking students and/or other on-campus housing options for international students and expanded Host Family Program. • Provide a greater variation of academic focus of Ambassador Programs through increased outreach on campus. • Incorporate Service Learning components to Ambassador Programs as a means to develop independent international Service Learning programs. • Through Ambassador Programs and Service Learning components, create internships for students interested in field work abroad. • Build effective partnerships locally, nationally (i.e., Washington, DC) and globally. 	<ul style="list-style-type: none"> • Self-assessment posted on UCIE website, available to students, and reviewed and revised yearly. • Hold quarterly activities for Ambassador Club and actively involve students in recruitment efforts. • Increase non-traditional student participation in education abroad by 15% by 2012. • Expand international awareness and the importance of study abroad to all colleges and departments on campus. • Facilitate student participation in national scholarship competition (Fulbright, NSEP, Gilman, etc.) • Improved risk management plan for travel abroad. • Increased participation in programs and activities developed through UCIE and Student Advisory Board for Activities. • Increase undergraduate students living on-campus by 2% each year and offer host families to 80% of interested students by 2012. • Academic focus of Ambassador Programs not to exceed 40% of one academic area. • International service learning and field work participation growth by 50% by 2012. • Participation in internships abroad increased by 50% by 2012. • Effective partnerships built to support growth in diversity of programs and locations offered. 	<ul style="list-style-type: none"> • Education Abroad • Education Abroad • Education Abroad • Education Abroad • Director UCIE and Education Abroad • Director of UCIE and Education Abroad • Director of UCIE and Education Abroad • Director of UCIE, International Student and Scholar Services, Education Abroad • Director of UCIE, International Student and Scholar Services, Education Abroad • Director of UCIE and Education Abroad • Education Abroad • Associate Provost for International Affairs 	<ul style="list-style-type: none"> • UCIE Advisory Committees • Student Activities • AHNA Center, Bolinga Center, Disability Services, Diversity Council, Affirmative Action, Student Activities, Colleges • Academic Advisors, Honors • Risk Management, UCIE Advisory Committees, Student Affairs, Student Health Services. • Colleges, Event Services • Resident Services, Student Support Services, LEAP • Colleges • CoLA Civic Engagement Committee, Colleges • CoLA Civic Engagement Committee, Colleges • Provost, Colleges

Objective**Establish a system for tracking retention and the factors that affect it.**

Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> • Presence of UCIE representative at Enrollment Management Committee and Recruitment and Retention Committees. • Develop process to identify and remedy reasons for dismissals and transfer outs of international students. • Promote study abroad to first and second year courses, UVC, SOAR, and other University College Programs and coordinate with Colleges to promote international opportunities. • Enhance alumni relations with international students and education abroad participants (i.e., more expansive website, e-newsletter). • Develop SEVIS mandated control of international student enrollment to ensure that students cannot violate their visa status without consulting first with UCIE. • Benchmark UCIE services and compare to similar institutions. 	<ul style="list-style-type: none"> • UCIE better integrated into university recruitment and retention operations. • Decrease in international student attrition. • Class promotion made quarterly, education abroad course taught yearly in University College, UCIE participation in SOAR, and Open Houses/Fairs offered quarterly throughout campus. • Increased number of alumni who maintain the link with the University through local and international chapters. • Increased student compliance with SEVIS regulations. • Increase student satisfaction with college experience. 	<ul style="list-style-type: none"> • International Recruitment • SEVIS and Visa Management/Support • Director UCIE and Education Abroad • International Recruitment and Education Abroad • SEVIS and Visa Management/Support and International Student and Scholar Services • Associate Provost for International Affairs, Director UCIE 	<ul style="list-style-type: none"> • Office of Student Services, Enrollment and Retention Committee • Colleges, Academic Advisors, Student Academic Success Centers • University College, Academic Advisors, Enrollment Management • Colleges, Alumni Relations, Advancement • Registrar, Banner support staff • Communications and Marketing, Student Affairs

Objective			
Enhance the reputation of the University Center for International Education.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Revise and update UCIE website and materials to better market UCIE programs. Continually revise and improve UCIE fiscal policies, transparency, and procedures. Become more student-friendly and focused on customer service, with improved teamwork within the UCIE. Expand awareness of opportunities and services for international students to participate in co-ops and internships during their studies. Ensure accurate and complete information provided to international students and departments about Immigration Form I-9 and IRS Forms for tax treaties and proper tax withholdings guides for IRS Form W-4 by holding quarterly informational sessions. 	<ul style="list-style-type: none"> New UCIE website launched and materials produced and revised yearly. Procedures and fiscal policies in compliance with Wright Way Policy. Improved customer satisfaction and teambuilding efforts and more efficient working environment. Increased number of applicants referred to UCIE. Better compliance with federal regulations and decrease in inquiries and complaints. 	<ul style="list-style-type: none"> Director UCIE Director UCIE Director UCIE International Student and Scholar Services International Student and Scholar Services 	<ul style="list-style-type: none"> Communications and Marketing Office of Controller, Internal Controls and Audit Services, UCIE Advisory Committees Human Resources, Affirmative Action, RSCOB, Kettering Center Career Services, Academic Advisors Payroll, Human Resources, Career Services

GOAL 2

CROSS-CULTURAL UNDERSTANDING THROUGH INTERNATIONAL STUDY, SCHOLARSHIP AND OUTREACH.

Objective			
Increase the participation of students, faculty and staff in study abroad and exchange partnerships.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Build faculty incentives for international scholarship and exchange such as more grants, more recognition, flexible sabbatical periods and credit for faculty tenure/service and teaching abroad. Increase student and faculty participation in the promotion of international opportunities, such as through Phi Beta Delta-Association for International Scholars, the revitalization of the Ambassador Club, and New Re-Entry Seminars for returning education abroad participants. Improve UCIE visibility on campus by increasing outreach to all colleges, faculty, staff, and students on campus through increased publicity campaigns such as more Open Houses, posters, and greater participation of cultural awareness on campus. Review and continually improve risk management plan for travel abroad. Involvement in local organizations such as Dayton Council on World Affairs (DCOWA), Dayton Sister Cities, and Middfest International, MVITA; develop international consortium among institutions of higher education in the Miami Valley; become advocate for international education in both Columbus and DC.; develop new institutional partnerships and review existing partnerships every five years. 	<ul style="list-style-type: none"> Increase in number of faculty members participating in international programs by 20% by 2012. Increase overall education abroad participation by 10% each year (with participation in institutional exchanges increasing by 20% each year). Increase in number of applicants and programs offered by UCIE. Develop more complete international crisis management protocol and review plan yearly. Effective partnerships established locally, nationally (i.e., Washington, DC) and globally. 	<ul style="list-style-type: none"> Associate Provost for International Affairs Director UCIE and Education Abroad Director UCIE and Education Abroad Director UCIE and Education Abroad Associate Provost for International Affairs 	<ul style="list-style-type: none"> Provost, Council of Deans, Faculty Senate Colleges, Phi Beta Delta, Student Activities Colleges, Communications and Marketing Risk Management, Controller, Student Health Services, Student Affairs Colleges, UCIE Advisory Committees
Objective			
Further develop international partnerships.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Include in the activities planned for Ambassador Programs, presentations on Wright State and/or official visits to institutions of higher education that could potentially become an institutional partner. Encourage international collaborative research. 	<ul style="list-style-type: none"> Enhanced relationships with partners for mutual benefit. Increase international research funding by 20% by 2012, improve institutional support for international sabbaticals, and include internationalism in tenure process. 	<ul style="list-style-type: none"> Director UCIE and Education Abroad Associate Provost for International Affairs 	<ul style="list-style-type: none"> Provost, Colleges Provost, Colleges, Research and Sponsored Programs

<ul style="list-style-type: none"> Continue to review institutional partnerships every five years for possible renewal and increase partnerships in the Middle East, Asia, Africa and other non-traditional areas worldwide. 	<ul style="list-style-type: none"> Ensured viability and diversity of institutional partnerships. 	<ul style="list-style-type: none"> Associate Provost for International Affairs and Director of UCIE 	<ul style="list-style-type: none"> Provost, UCIE Advisory Committees
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Objective			
Expand international scholarship.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> • Improve faculty incentives for international scholarship such as more grants, more recognition, and credit for faculty tenure/service and teaching. • Expand funding for faculty participation in international conferences and collaborative research. • Build effective partnerships locally, nationally (i.e., Washington, DC) and globally. 	<ul style="list-style-type: none"> • Increase in participation of faculty members in Ambassador Programs, exchanges, and international research. • Greater presence in the international educational/research arena. • Increase in international scholarship and global collaborative research. 	<ul style="list-style-type: none"> • Associate Provost for International Affairs • Associate Provost for International Affairs • Associate Provost for International Affairs 	<ul style="list-style-type: none"> • Provost, Council of Deans, Faculty Senate • Colleges, Research and Sponsored Programs • Colleges

GOAL 3

COLLABORATE WITH ACADEMIC DEPARTMENTS, LOCAL ORGANIZATIONS AND GLOBAL PARTNERS TO INTERNATIONALIZE THE CURRICULUM.

Objective			
Enhance UCIE’s presence on-campus and off-campus.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Work with Communications and Marketing Office to promote international efforts and improve marketing of programs (newly designed website and more “professional electronic” <i>Passport</i> newsletter, new brochures and one-page flyers on UCIE). Sustain and grow stronger partnerships. Collaborate with College of Engineering and Computer Science, Raj Soin College of Business, and other Colleges to provide academic programs abroad and joint-degree programs. Bring greater awareness of education abroad students on campus. Work with academic departments to promote internationally focused majors, minors, certificate, and degree programs. Continue to offer International Brown Bag Seminars, presentations, and other International Forums; collaborate with campus, local, and international partners to organize international symposium. Continue to award International Education Award yearly during International Education Week and develop and award International Student Advocate Award yearly during International Friendship Affair. 	<ul style="list-style-type: none"> Increased participation of Wright State community in international programs and activities Increased visibility in local and global community. Successful international collaborative degrees offered at Wright State and internationally. International and education abroad students recognized at College and University events, such as graduation sashes worn during commencement ceremonies. Promotional materials available in UCIE, UCIE website, and during Open Houses; highlight international academic programs in International Brown Bag Presentations. Enhanced international programming and presentations. Increase visibility of international advocates. 	<ul style="list-style-type: none"> Associate Provost for International Affairs and Director of UCIE Associate Provost for International Affairs Associate Provost for International Affairs and Director of UCIE Education Abroad Director of UCIE Associate Provost for International Affairs and Director of UCIE Director of UCIE 	<ul style="list-style-type: none"> Colleges, Communications and Marketing Provost, Colleges Provost, Colleges President, Provost, Colleges, Communications and Marketing Colleges, Academic Advisors Colleges, University Libraries, Honors, President’s Office UCIE Advisory Committees
Objective			
Expand community and civic engagement opportunities for faculty, staff and students.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Work with campus community to enhance service learning requirements across campus through academic departments, local organizations, and global partners. Increase participation of students in promotion of international opportunities and community engagement. Sustain and grow stronger partnerships. 	<ul style="list-style-type: none"> Increase participation of students in international civic engagement programs. Increase participation of Wright State and local community members in international initiatives and programs. Larger network of local and international venues for international civic engagement. 	<ul style="list-style-type: none"> Director UCIE and Education Abroad Education Abroad Associate Provost for International Affairs 	<ul style="list-style-type: none"> Colleges, CoLA Civic Engagement Committee, Kettering Center Colleges, Academic Advisors, CoLA Civic Engagement Committee, Kettering Center Colleges

Objective			
Assess WSU's international experience against best practices and perform gap analysis.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Identify international courses and language requirements across curriculum and do a gap analysis. Work with campus community to ensure that all academic units have international initiatives. Publish Best Practices in <i>Passport</i> Newsletter and other University and community publications. Increase participation in NAFSA-International Educators regional and national conferences and other International Education Conferences, with staff and faculty members presenting on international education efforts at Wright State. Work with colleges and academic departments to develop a Global Proficiency Certificate Program. 	<ul style="list-style-type: none"> Gap analysis conducted and updated yearly. International partnerships, programs, and courses required and offered by all units by 2012. International Education best practices highlighted in UCIE and University publications. Staff and faculty presenting at international conferences and involved in NAFSA leadership positions. Offer Global Proficiency Certificate or similar university-wide international academic program offered by 2012. 	<ul style="list-style-type: none"> Associate Provost for International Affairs and Director of UCIE Associate Provost for International Affairs Director of UCIE All UCIE Staff Associate Provost for International Affairs and Director of UCIE 	<ul style="list-style-type: none"> Colleges, Academic Advisors, UCIE Advisory Committees Provost, Council of Deans Communications and Marketing, Colleges Colleges Colleges, Academic Departments, UCIE Advisory Committees

GOAL 4

SECURE EXTERNAL FUNDING THROUGH INITIATIVES WHICH CREATE VALUE FOR OUR REGION AND BEYOND.

Objective			
Establish scholarship program for students and faculty to participate in international educational experiences.			
Strategy	Outcome Measure	Champions	Collaborator
<ul style="list-style-type: none"> Promote existing scholarship opportunities and explore reduced tuition rates for international students and study abroad participants (i.e., fee waivers from Provost and international graduate assistants not charged out-state tuition). Continue and expand fundraising events and programs (WorldFest, ARTSGala, DCOWA, New Free Trade Initiative). Educate campus and community partners about the importance and impact of international education. Establish short-term loan program for international students facing financial emergencies. Establish additional international student and education abroad scholarship funds. 	<ul style="list-style-type: none"> Increase applicants by 20% each year. Increase scholarship and grant funding by 500% by 2012. Increased participation in programs, activities, and events organized. Endowed loan program developed by 2012. Increase scholarship funds by 500% by 2012. 	<ul style="list-style-type: none"> Associate Provost for International Affairs, Director of UCIE, Education Abroad, International Student and Scholar Services, International Recruitment Associate Provost for International Affairs Associate Provost for International Affairs, Director of UCIE Associate Provost for International Affairs Associate Provost for International Affairs 	<ul style="list-style-type: none"> Colleges, Academic Advisors, Research and Sponsored Programs Colleges, Advancement, Communications and Marketing Colleges, Academic Advisors Financial Aid Advancement, Colleges
Objective			
Create significant international development initiatives.			
Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> Utilize College development officers to increase funding support. Host symposium with local/global partners. Initiate Ambassador Tours abroad for community members and Alumni as a means for raising funds for international programs. Seek funding for international initiatives. 	<ul style="list-style-type: none"> Increase grant funding by 500% by 2012. One international symposium organized and held on campus by 2011. One Ambassador Tour offered per year by 2010. Portfolio of donors created. 	<ul style="list-style-type: none"> Associate Provost for International Affairs Associate Provost for International Affairs Associate Provost for International Affairs, Director UCIE, and Education Abroad Associate Provost for International Affairs 	<ul style="list-style-type: none"> Council of Deans, Advancement, Communications and Marketing Colleges, University Libraries, Event Services Colleges, Advancement, Alumni Relations Advancement, Alumni Relations

Objective**Enhance the success rate of grant applications.**

Strategy	Outcome Measure	Champion	Collaborator
<ul style="list-style-type: none"> • Collaborate with College of Science and Mathematics on U.S. Department of Education, FIPSE: Brazil grant rewarded in 2006 and submit U.S. Department of Education, FIPSE: Brazil Grant on Aviation History. • Complete Title VIA Grant to focus on Asia/Africa. • Seek funding from IREX, Fulbright, and other funding agencies to bring international students and scholars to Wright State. • Build effective partnerships locally, nationally (i.e., Washington, DC) and globally. 	<ul style="list-style-type: none"> • Grant submission by 2007 for 2007-2011 funding for student and faculty exchanges with Brazil. • Grant submission by 2007 for 2008-2011 funding for curriculum development and exchanges. • Increase in grant applications by 50% by 2012. • Growth of partnerships in grant applications for international education. 	<ul style="list-style-type: none"> • Associate Provost for International Affairs and Director of UCIE • Associate Provost for International Affairs and Director of UCIE • Associate Provost for International Affairs and Director of UCIE • Associate Provost for International Affairs 	<ul style="list-style-type: none"> • College of Science and Mathematics, University Libraries, CoLA, Research and Sponsored Programs • CoLA, RSCOB, Research and Sponsored Programs • Colleges • Provost, Colleges