

University Plan 3
International Programs Office
Strategic Plan for 2009-2014

Mission IPO’s mission remains, at its heart, to serve as the diplomatic center of the University of Wyoming. This includes facilitating study abroad and exchange, faculty immigration assistance, international scholar coordination, and facilitation of opportunities for internationalization of the curriculum, outreach, and research for the University. Since the last Academic Plan (AP II), through groundwork set by the former director, opportunities provided through generous donors, and an active and enthusiastic staff, faculty partners, and advisory board, IPO’s mission and functionality has moved towards supporting the sizable increase in students studying abroad. This includes administration of several large scholarship programs, substantial administrative support for faculty-led courses, and efforts to find, expand, and support programs that provide academically rigorous, culturally rewarding, and secure opportunities for UW students. The addition of a new Faculty Immigration coordinator has smoothed the employment-based immigration process substantially. The numbers of visiting delegations from partner institutions and high-level government representatives has significantly increased, leading IPO to a new emphasis on hosting, event coordination, and diplomatic protocol. In short, IPO’s mission has expanded and shifted over these past years in ways that facilitate the University’s mission of emphasizing excellence in internationalization.

Progress on APII Action Items

Action Item	Progress
AP II AI 70: Academic Affairs will consider co-locating the activities and services currently associated with International Programs, International Student Services, and the ESL Program	By end of AY 2008-09, IPO, ISSO, and the ESL program will be co-located in the Cheney International Center, along with International Studies and the ELS program.
AP II AI 72: Academic Affairs, in cooperation with the Summer Session coordinator and the academic deans, will support coursework for UW students that provides opportunities for them to study, work, and travel abroad. Significant funding for innovating international courses will come from the summer tuition revenues managed centrally in Academic Affairs. The goal will be to double the number of students with international experience in the next five years.	In 2003, the number of students studying abroad was 60. By AY 2008-09, this number had increased 6.5-fold. This is largely due to the increase in funding for and faculty willing to lead innovative summer, winter, and spring break sessions abroad cited in AI 72.

Relevant Institutional Issues “Creation of the Future” cites specific institutional issues and helps guide thinking in this strategic plan, as outlined from the document itself. “Planning Motif 3: Access to Higher Education” cites Internationalization as one of the “most pressing dimensions of access to a UW education.” Within the Internationalization dimension, institutional issues with action items directly relevant to IPO are:

“**Internationalization** is now such a commonly discussed goal in the American academy that the idea is at risk of losing meaning. To maintain clarity of focus in this arena, we encourage the UW community to think of internationalization as a three-legged stool.

- Cultivate an environment that attracts international scholars and students.
- Enhance UW students’ international awareness through the curriculum
- Expand the opportunities for UW students to study abroad.

(p. 11, Creation of the Future: University Plan 3)

Action Items and Timeline

Stemming from both the institutional action items tasked to IPO, and from internal assessments done by IPO, the following will strategically guide IPO’s work for the next five years.

Action Item #1 (UP3 Action Item 31): Seeking endowed gifts to support study abroad. To augment the extraordinary opportunities furnished by the Cheney Scholarships:

1. The Division of Institutional Advancement and the International Programs Office will pursue additional endowed gifts to fund scholarships that can fund UW student’s opportunities to study abroad during their undergraduate careers.
2. The International Programs Office will work with college deans to enhance the advising available to students on international opportunities, through an appropriate combination of college faculty contributions and the IPO itself.

With these additional resources, UW will aim to provide study abroad opportunities to at least 20 percent of its baccalaureate students. (2014)

Action Item #2 (UP3 Action Item 29): Coordination of language study with international education opportunities. The Director of International Programs will host a summit of UW faculty members involved in foreign language instruction, international service-learning opportunities such as Engineers Without Borders, and a focused set of articulated degree programs that involve coursework at UW and at a stable set of institutions abroad. The purpose of the summit will be to ensure the best possible meshing of these programs to build language fluency. (2010)

Action Item #3: Craft a statement of specific educational objectives for study abroad, and begin implementing assessment of those objectives. Repeated national assessments of students participating in study abroad opportunities show that this experience increases understanding of different cultures,

expands an appreciation of the place of the United States in the world, enhances the ability to communicate in a foreign language and builds maturity and self-confidence. The International Education Steering Committee (of which IPO's director is a member) will craft a statement of specific educational objectives for our study abroad programs. (2009) Upon the approval of the Provost, it will be the task of the International Programs Office, in cooperation with the University's colleges, to assess whether these goals are being met. (2012)

Action Item #4: *Double endowment support for faculty exchanges and travel grants.* International teaching and research can markedly enhance faculty development. To this end, IPO will seek to double the funds available for faculty travel abroad available through the International Programs Office's competitive grant program and the IPO will be asked to reassess the criteria for funding international travel. (2014)

Action Item #5: *Examine feasibility of IPO development officer.* The number of current donors to IPO is extraordinary, we have an active and interested International Board of Advisors, and the IPO endowment is currently around \$3 million. Internationalization is an institutional fundraising priority, but the Director of IPO is unable to manage donor relations well with the limited resources of this office. As such, IPO would like to explore either the acquisition or sharing of a development officer that could liaise with Foundation and donors. (2010)

Action Item #6: *Work with Outreach School and Academic Affairs to identify mechanisms to institutionalize innovative special session courses.* One of the primary reasons that the number of students participating in study abroad has increased so dramatically in recent years is the annual grant funding for study abroad courses provided by Academic Affairs for Summer Session Innovative Courses. But this program was not meant to provide on-going support for successful study abroad courses. To continue progress we must identify mechanisms to institutionalize these courses. Departments should be encouraged to permit faculty to teach these courses as part of a normal load, however, study abroad courses are more expensive than Wyoming based courses; therefore a budgetary supplement must be identified. (2010)

Action Item #7: *Designate strategic international partners.* Coordinated by the International Programs Office, UW should designate strategic partners among international universities and institutionalize linkages with these universities to facilitate student and faculty exchange and research cooperation. Focusing upon goal promises to be the most effective means of expanding articulated course offerings with partner institutions, while continuing to provide opportunities in traditional academic courses, service learning, and internships through partners. (2011)

Action Item #8: *Begin assessment and possible implementation of integrated system for student records tracking for study abroad.* Record-keeping and integration of student files may seem dull and bureaucratic. However having an efficient record-keeping system is an important part of supporting students, advising them well, and ensuring that the process from beginning to end is seamless. IPO's goal in exploring the possible data-management systems will be (1) compatibility with existing UW systems, (2) better maintenance of student records from the time they enter our advising process to the

time they return from abroad, and (3) better statistical information for reporting purposes. Our current partial hard-copy filing system, partial electronic system, fragmented across several offices in IPO, is not conducive to emergency responses, allows for a higher error rate than we would like, and is highly inefficient. (2009)

Action Item #9: Increase grant funding in support of international research, teaching, and programs that will enhance the international profile of UW. (2014) Some grants and sponsored program support has been successfully sought (for example, the Middle East Partnership Initiative grant to work with Tunisia). However, our shift to support of such a large study abroad program has left little time to seek significant grant funding. A reasonable goal may be to raise IPO grant funding, including both direct and indirect funding, by 10% by 2011.

Action Item #10: Investigate possibility of participation in American Council on Education (ACE) Internationalization Laboratory. The ACE Internationalization Laboratory “is a learning community that assists participating institutions in developing a strategy for comprehensive internationalization and assessing their progress toward their goals...including the development of student learning outcomes to assess the effectiveness of internationalization activities” (ACE Internationalization Laboratory brochure). This program may be a worthwhile integrated approach to all of the goals and action items outlined here and, potentially, in the final university planning document. The goal of this action item is to simply begin due diligence on the benefits versus costs of the Internationalization Laboratory for UW. (2009)

Action Item #11 (UP 3 Action Item 28): Staffing Plan for ESL Instruction. The College of Arts and Sciences, the College of Education, the International Programs Office, and the International Students and Scholars Office, in collaboration with ELS, Inc., will develop a range of options – together with cost estimates – for the future delivery of instruction in English as a Second Language. The emphasis in this endeavor will be twofold: (1) to ensure that UW remains competitive in attracting international students and promoting their success and (2) to explore whether ESL instruction at UW can provide opportunities for students who seek ESL endorsement for future careers as K-12 teachers. (2010)

Appendix: Progress on Items from IPO's AP II Plan

Items	Progress
<p><i>To Increase student and faculty involvement in internationalization</i></p> <ol style="list-style-type: none"> 1. Double the number of UW students studying abroad; 2. Double international student enrollments; 3. Double graduate student involvement overseas; 4. Double the number of courses provided by UW faculty overseas; and, 5. Double extramural funding in support of international contracts and grants. 	<ol style="list-style-type: none"> 1. Accomplished 2. Not within IPO's mission – International Student and Scholars Office (Admissions) portfolio 3. Has not been tracked sufficiently to evaluate 4. Accomplished 5. Not accomplished. The shift in focus to study abroad has left little time for grant seeking. A new, more realistic will be set for the next planning cycle.
<p><i>Revise, where practicable, university procedures, regulations, and policy to support internationalization</i></p> <ol style="list-style-type: none"> 6. Faculty job announcements will include international experience or expertise as a preferred qualification; 7. Central Position Management will target 3-5 new hires per year for international expertise; 8. Tenure and promotion processes, from the department to central administration, will legitimize international research, teaching, service, and outreach; 9. Five programs in the sciences and engineering will develop curricula that include international opportunities for students; 10. Global and Cultural Content USP requirements will be fulfilled when students complete successfully credit-bearing study abroad experiences of a semester or more in length. 	<ol style="list-style-type: none"> 6. As appropriate for hiring unit. 7. This is being pursued by the Director of International Studies rather than IPO. 8. As appropriate for hiring unit. 9. Accomplished: International Engineering program available to all COEAS students; Chemistry and Biology partnerships with SHNU; Anthropology partnership with University of Zagreb; Botany's partnership in Coahuila Mexico; and numerous others 10. Accomplished.
<p><i>The consolidation and/or co-location of all international functions at the university</i></p> <ol style="list-style-type: none"> 11. Under a new rubric, "International Affairs," current international units will be drawn into one location and, where practicable, consolidated; 12. Space will be allocated to International Affairs in the Student Health building when it has been vacated by the Nursing School. 	<ol style="list-style-type: none"> 11. Accomplished (with exception of naming us "International Affairs") 12. Accomplished.