

**College/School/Department: Office of International Affairs (Study Abroad, Intl. Office, TSIE)
Academic Plan 2017-2023**

I. Introduction



State your department/school/college mission statement.

Office of International Affairs Mission Statement:

The mission of the Office of International Affairs (OIA) is to enhance the university's international profile and guide the strategic direction for comprehensive internationalization by overseeing international outreach, global engagement and the services provided by the International Office, Study Abroad Office, and Texas State Intensive English (TSIE) program. Services provided to the entire university community include developing and maintaining an internationally diverse student body, faculty, and staff; delivering intensive English language programs to international students, scholars and professionals; and providing rigorous global educational experiences contributing to the development of market-ready skills. The mission aligns and contributes to the university's commitment to diversity, global perspectives, inclusiveness, cultural and economic development, and participation in an interdependent world as both local and global citizens.

Outline briefly your “vision” for the 2017-2023 planning cycle.

Vision:

The Office of International Affairs, guided by the President’s Internationalization Task Force Report (December 2010), coordinates international initiatives from three reporting units as well as collaborates with academic departments and units across campus and external stakeholders to co-create a more globally engaged and internationally recognized university. Guided by the 2015-2018 Latin American Engagement Plan and 2017-2023 International Engagement Plan (marketing, recruitment, and partnership development), the OIA strategically develops international initiatives focused predominantly on Latin America, and worldwide in general. Using a continuous improvement model, the OIA collaborates on opportunities throughout the world that are consonant with the mission, values and strategic direction of the university. This cycle’s vision directives are to:

1. Facilitate global engagement activities including research, teaching, and learning for the university community
2. Assess international student and scholar experiences and outcomes
3. Support comprehensive on-campus internationalization
4. Improve services and processes related to internationalization including compliance, safety, and security for in-bound and out-bound students, faculty and staff
5. Expand international opportunities for underrepresented students

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2017-2023 planning cycle and indicate the university goal/initiative to which the unit's goal is linked.

The top five priorities for the 2017-2023 planning cycle are:

1. Bring more international students, scholars, and faculty to the university

*Linked to university initiatives/goals 1.7, 2.2, 2.7, 3.4, & 4.11

2. Send more students, scholars and faculty abroad for research, teaching, and learning

*Linked to university initiatives/goals 1.7, 1.8, 2.2, 2.7, & 3.3

3. Assess and report on student learning outcomes and scholar international experiences on-campus and abroad to ensure continuous improvement

*Linked to university initiatives/goals 1.8, 1.9, 2.2, 4.3, & 4.10

4. Expand staffing to support the increased activities in international affairs and ensure effective, efficient, and successful programs

*Linked to university initiatives/goals 1.1, 1.7, 1.12, 4.8, & 4.11

5. Increase the profile of the university overseas and attract and engage international partners

*Linked to university initiatives/goals 1.13, 2.2, 2.7, 3.4, & 4.2

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2017-2018 academic year and in the remaining 2-6 years.

FY2018 (2 new staff lines)

Paralegal or administrative assistant – International Office \$60,000 (university support)

Program Specialist- Study Abroad Office \$45,000 (self-supporting)

FY 2019-2013 (3 new staff lines)

International Advisor- International Office \$42,000 (university support)

Research Professor/Associate- Study Abroad Office- \$80,000 (self-supporting)

Communications Coordinator- Study Abroad Office- \$63,000 (self-supporting)

Two Program Faculty- Texas State Intensive English- \$90,000 (self-supporting)

Note: Salaries listed above are meant for planning purposes only and do not represent a commitment by the university. All new positions require a needs assessment before a formal request can be made. Title and pay grade are determined through the job audit procedure.

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2017-2018 academic year and in the remaining 2-6 years.

New Staff

FY2018- \$60,000 (university support)

FY2018- \$45,000 (self-supporting)

FY2019-2023- \$510,000 (university support)

FY2019-2023- \$1,390,000 (self-supporting)

New Operating Funds

FY2018- \$95,000 for the following:

- International Office \$25,000 for international student software upgrade to replace ISSM/Ellucian. (university support)
- Office of International Affairs \$60,000 for visiting scholar housing. (university support)
- Office of International Affairs \$10,000 for International Minds programming. (university support)

FY2019-2023- \$575,000 for the following:

- International Office \$125,000 for international student software upgrade to replace ISSM/Ellucian (university support)
- Office of International Affairs \$400,000 for visiting scholar housing (university support)
- Office of International Affairs \$50,000 for International Minds programming. (university support)

State the facilities (e.g. offices, research and lab space, classrooms) that will be required for anticipated growth and new unit goals.

Classroom/Lecture Space

1. With the expected growth in TSIE program participants, a minimum of five centralized, main-campus classroom areas with seating for a maximum of 30 students are required for TSIE's class/lecture use, four days per week (Monday-Thursday) 10 hours per day. To foster student success, each classroom's availability must be during the day, preferably 9:00 AM-11:30 AM and 12:30 PM-3:00 PM. Afternoon hours (12:00 PM-6:00 PM) are acceptable, if necessary, however, past program data indicates a significant decrease in student performance when classes were held during the evening hours (3:30-9:00 PM); therefore, earlier daytime hours are strongly requested.
2. A centrally-located computer lab located near the TSIE classrooms mentioned above or the TSIE office (Thornton International House) is required for TSIE student use during regular business hours (Monday-Friday, 8:00 AM-5:00 PM).
3. TSIE's most innovative plans in this strategy period are to leverage and optimize the university's facilities by offering courses at the Round Rock Campus and on site at institutional partners internationally. The initial offerings will be limited to a few courses and are not expected to reproduce the program in its entirety at locations separate from the main campus.

Office/Work Space

With the additional proposed staff position in the International Office (1 additional advisor and 1 paralegal) reconfiguration of the Thornton International House, i.e. dividing current office space in half, will be necessary. Depending on program participation and related increases in staff, additional office space outside of the Thornton International House may be needed for the Study Abroad Office.

II. Process

Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty involvement.

The Office of International Affairs is comprised of the International Office, Study Abroad Office, and the Texas State Intensive English Program. In summer 2016, the Office of International Affairs was established as a reporting unit and the three units merged for administrative outcomes purposes and strategic alignment. During this time a new mission statement and a set of proposed outcomes were drafted for the OIA and each unit maintained their distinct missions and goals. During a fall 2016 Thornton International House meeting, all staff from the various reporting units discussed the upcoming university strategic planning process and timeline. The Assistant Vice President for International Affairs (AVPIA) directed the units to work on their strategic plans and help guide the Office of International Affairs plan. In early February 2017, it was decided that the Office of International Affairs would create an “umbrella” International Affairs’ strategic plan to be submitted to the Associate Vice President for Academic Affairs as part of the larger university strategic planning process. The AVPIA led a discussion on the evolving university plan and mission in one of the weekly house meetings. All members of the international affairs team contributed to lively discussion as they shared ideas, reviewed mission statements and goals, and identified points of collaboration. During the week of February 13th, the AVPIA met with the International Office, Study Abroad Office, and the Texas State Intensive English program to begin drafting strategic plans specific to the OIA’s vision and goals. On February 24th, draft plans from the International Office, Study Abroad Office, and TSIE program were submitted to the AVPIA for review and integration process for the Office of International Affairs Strategic Plan for 2017-2023. This highly collaborative and inclusive process provided many opportunities for all levels of staff to contribute in this planning document.

**College/School/Department: Texas State Intensive English
Academic Plan 2017-2023**

III. Program Maintenance

Maintenance Need	Reason for Need	Cost	Result of Funding
International Office			
Maintain the Texas State profile within International education organizations	Annual dues, (including travel and marketing materials)	\$9,000 per year (university support and self-supporting)	Ensure national and international participation with professional organizations. Paid through current M&O in International Office designated method account and International Operations Support Fee account.
Serve as immigration subject matter expert to ensure compliance with DHS	Provide immigration and cultural advising to our international faculty and scholars, advocate on their behalf, work with university counsel to file all necessary forms and paperwork to meet requirements	\$8,000 per year (university support and self-supporting)	Ensure university compliance with DHS. Paid through current M&O in International Office designated method account and International Operations Support Fee account.
Study Abroad			
Program Development	To ensure the quality of programs, conduct site visits associated with new and existing study abroad programs, create and maintain inter-institutional agreements	\$12,000 per year (self-supporting)	Study Abroad staff and faculty will have the opportunity to make site visits to explore or finalize program/agreement details. This will facilitate the creation of new study abroad programs, as well as ensure high quality programs and health and safety standards. (Self-supported)

Database Management Software	Study Abroad Programs are unique by nature and differ significantly from on-campus course offerings. Thus, incorporating incoming exchange processes into Terra Dotta software will satisfy registration and database management needs.	\$25,000 per year (self-supporting)	The online software will enhance the quality of services by monitoring the status of student applications and exchange student balances, and by allowing other offices involved in the exchange process (for e.g., International Office, Undergraduate & Graduate Admissions, etc.) easy access to the student information. (Self-supported)
Assessment Instrument	Continued assessment and evaluation process using the Beliefs, Events, and Values Inventory survey (BEVI to ensure that the Study Abroad Office provides high quality services as well as meaningful experiences for student participants.	\$5,000 per year (self-supporting)	The BEVI instrument tracks data to monitor program quality, evaluate program and student learning outcomes, and inform the program development process and continual improvement. (Self-supported)
TSIE			
Instructional Materials	Advancing standards in ESL pedagogy and adaptation to best practices in the field of second language training.	\$4,000 per year (self-supporting)	Additional teaching aids, including instructor manuals or guides for textbooks, software related to the skill/class/textbook (CDs, DVDs, test-generating software), and in-class equipment/hardware (headsets for Oral Skills class use), which ultimately affects the overall design and implementation of each of the program's courses and instructor's lessons.
Accreditation and Program Standardization Efforts	Annual dues, recruitment expenses (including travel and marketing materials), as well as technological (software) efforts to streamline and update program management	\$5,000 per year (self-supporting)	Fulfill obligations required to maintain accreditation standards of program operation. Create, distribute and maximize public profile of the program as well as the international affairs profile. Construct and adapt contemporary platforms that expand the mission of the program innovatively and accessibly.

College/School/Department: International Affairs
Academic Plan 2017-2023

IV. Planning Goals (University Goal Statements)

Dept.	Unit Goal	1 yr	2-6 years	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
University Goal 1: Promote the success of all students.								
International Office	Provide services and opportunities to foster international student and scholar retention and success. (International Affairs Initiative 1)		X	New staff position in International Office.	\$42,000 per year	New funding (university support)	Growth and success of university's international student population.	1.1, 1.5, 1.12, 2.2, & 2.7
International Office	Provide services and opportunities to foster international student and scholar retention and success. (International Affairs Initiative 1)	X		M&O for International Minds programming.	\$10,000 per year	New funding (university support)	Growth in international student retention. Increased satisfaction and engagement in campus community.	1.1, 1.3, 1.4, 1.8, & 1.12
TSIE	Maintain and develop existing program elements to meet accreditations standards.		X	Two new program faculty positions.	\$90,000 per year	TSIE revenue (self-supporting)	Increased course offerings, target student/faculty ratio and class size.	1.5, 1.7, 2.2, 4.8, & 4.10
University Goal 2: Offer high quality academic and educational programming.								
Study Abroad Office	Enhance student's personal, academic and professional development by increasing participation in education abroad opportunities. (International Affairs Initiative 2)	X		New staff position in the Study Abroad Office.	\$45,000 per year	Study Abroad revenue (self-supporting)	Growth in number of students and faculty participating in international education opportunities.	1.7, 1.8, 2.2, 2.7, & 3.3
International Affairs	Increase the profile of the university overseas and attract and engage international partners. (International Affairs Initiative 5)	X		N/A	\$30,000 per year.	Reserve funds from international activities. (self-supporting)	Growth in international partnerships and collaborative activities.	1.13, 2.2, 2.7, 3.4, & 4.2

University Goal 3: Achieve significant progress in research and creative activity as measured by national standards.								
International Affairs	Increase the profile of the university overseas and attract and engage international partners (International Affairs Initiative 5)	X		N/A	\$30,000 per year.	Reserve funds from international activities. (self-supporting)	Growth in student and faculty research opportunities.	1.7, 2.2, 3.3, 3.4, & 3.5
University Goal 4: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.								
International Office	Enhancing internal processes to ensure compliance with policy and regulations. (International Affairs Initiative 4)	X		New staff position in International Office.	\$60,000 per year	New funding (university support) and International Operations Support fee revenue (self-supporting)	Compliance with federal immigration laws and regulations.	4.1, 4.2, 4.3, 4.10, & 4.11
Study Abroad Office	Enhance health and safety practices and protocols in education abroad. (International Affairs Initiative 4)		X	New staff position in Study Abroad Office.	\$63,000 per year	Study Abroad revenue (self-supporting)	Emergency communication system in place, robust health and safety procedures and best-practices.	4.3, 4.5, 4.9, & 4.13
Study Abroad Office	Ensure high-quality services and programs by strengthening evaluation and assessment of education abroad. (International Affairs Initiative 3)		X	New staff position in Study Abroad Office of position reclassification.	\$80,000 per year	Study Abroad revenue (self-supporting)	Growth in high-quality education-abroad experiences.	1.1, 1.8, 1.9, 4.3, & 4.9
International Office	Enhancing internal processes to ensure compliance with policy and regulations. (International Affairs Initiative 4)	X		M&O for international student database upgrades.	\$25,000 per year	New funding (university support)	Compliance with federal immigration laws and regulations.	4.1, 4.2, 4.3, 4.10, & 4.11
International Office	Improve services and processes related to new international scholars, faculty and staff. (International Affairs Initiative 1)	X		Funding to secure housing for visiting international scholars.	\$60,000 in FY2018, \$80,000 in years 2-6.	New funding (university support)	Growth in number of visiting international scholars.	1.10, 1.11, 3.3, , 3.4, & 4.2