



University of Colorado
Colorado Springs

**International Affairs
Strategic Plan
2019-2025**

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International Affairs Overview

About International Affairs

The office was established in 2012 as a result of the UCCS strategic plan 2020 that had a specific goal focused on internationalization. In the summer of 2018, the office changed its name to International Affairs. It is important to recognize that International Affairs is still a nascent international center in comparison with higher education institutions throughout Colorado and the United States of America. Although our office is young and relatively small, International Affairs has been a longstanding discipline at higher education institutions in the United States. It is imperative to acknowledge that each area in the office has its own level of expertise and professional networks. In addition, each service offered by the office are independent of each other, though IA staff are collaborative.

The International Affairs office at UCCS provides services within the following areas:

- Education Abroad
- International Student and Scholar Advising, Programming, and Services
- Short-term study program development
- Partnership development support

This office offers services to undergraduate and graduate students who are domestic and international students; providing advising opportunities in both realms. International Affairs supports the diversification of campus and the development of cultural awareness. The office houses a director, two full-time advisers, and student employees.

UCCS International Quick Facts

UCCS has international momentum and the following quick facts are shared at meetings with leadership, students, campus and community members. Below are the international quick facts for UCCS for Fall 2019:

- 202 total international students from over 50 countries (Graduate=105, Undergraduate=97 – Fall 2019)
- 29 international scholars in the 2018/2019 academic year from 15 countries
- 190 students abroad in 24 different countries in 5 world regions -2018/2019 academic year, a 134% increase from 4 years ago
- International students contributed \$453.3M to the state of Colorado's economy and \$8.7M to the local Colorado Springs economy

Vision

International Affairs strives to become a leader in the field of international education and support a spirit of discovery that leads to transformative global learning opportunities and cross-cultural understanding.

Mission

International Affairs leads, coordinates, and supports comprehensive campus internationalization with the ultimate goal to prepare globally competent graduates. In doing so, the office:

- Embraces an understanding and sharing of world cultures and perspectives
- Leads best-practice efforts in internationalization in support of institutional goals
- Offers a range of opportunities abroad in order to advance knowledge through a commitment to the importance of understanding other cultures
- Advocates for and supports international students and scholars on campus

- Collaborates with faculty, staff, and community members to further international scholarship, research, and learning
- Supports the integration of global learning opportunities in and out of the classroom that support understanding and an appreciation of the world
- Is committed to student success through support, best practices, advising, and programming

Organizational Chart

International Affairs reports to the Vice Chancellor of Student Success. The department is comprised of the director, senior international student and scholar advisor and an education abroad advisor.



Figure 1: International Affairs Organizational Chart

Annual Reports

International Affairs develops annual reports detailing the number of students serviced for advising appointments and study abroad trips, programming events and workshops held, partnerships that have been created and fostered, and marketing efforts. These reports began in fall 2015 and continue to present. Annual reports finalize in June/July and include pertinent data from the prior summer, fall, and spring semesters.

The International Affairs office reports are online at: <https://www.uccs.edu/international/about-us/report>

The International Education External Environment

Cost of Education Abroad: The most significant challenges to increasing study abroad continues to focus on rising costs and scarcity of funding. Insufficient financial aid, scholarship sources, and the weakening value of the U.S. dollar play a role in the affordability for students. The number of students abroad has

tripled over the past two decades nationally, but fewer than 10% of all U.S. college students decide to study abroad.

Immigration Regulations: Federal regulations continue to hinder the ability of international students and scholars interested in furthering their studies and research opportunities in the U.S. In 2013, the S. 744 bill allowed easier access to higher education for students and H-1B individuals. Since then, the U.S. government has become more severe in issuing visa documents and the process for entering the country has become more difficult. In 2017, the supreme court placed a temporarily block on immigration from specific countries but emphasized that it was not directed at students. The travel ban has been revised multiple times since 2018.

International Student Mobility: The decline of foreign government funding for study abroad coupled with changes in U.S. immigration contribute to declining incoming international students numbers. For example, in 2015 the Brazilian government ended a well-funded program that financially supported thousands of Brazilian students' English and STEM study in the United States. This program was established in 2011 by the Brazilian president to send 75,000 fully funded Brazilian students abroad. In addition, The Saudi Arabian Cultural Mission provides funding for study in the USA, also decreased funding dramatically for intensive English and bachelor's degree study. In 2013, the Saudi Arabian government allotted \$5.8 million for education to send 120,000 students to study. Cuts in such foreign government scholarship programs for study abroad negatively impacted incoming mobility to the USA in a competitive higher education global climate.

Public/Business Demand and Support for International Knowledge: There is support among the community in preparing students by giving them the skills necessary to help them successfully navigate the global world we live. A study by NAFSA found that a broad cross-section of Americans believe that study abroad participation, immersion into other cultures, and learning another language are essential components of the complete higher education experience. The findings indicated that respondents believe institutions must do a better job in providing and promoting international education opportunities to today's students.

Student Success Division and International Affairs

The International Affairs office reports to the Division of Student Success, which constructed its own strategic plan. The International Affairs Strategic Plan supports and feeds into the Division of Student Success' plan that was finalized in 2019. The Division of Student Success strategic plan focuses on six goals that are listed below.

Division of Student Success Strategic Goals:

- Engagement and Belonging
- Learning and Academic Collaboration
- Diversity and Global Consciousness
- Well-Being
- Community Engagement and Partnership
- Financial Stewardship and Organizational Resiliency

Their mission, "Provide transformative student experiences to foster inclusive communities, enhance academic excellence and promote life-long learning, discovery and success," connects to the International Affairs mission to create an inclusive learning environment for international and domestic students.

The Division of Student Success' Strategic Plan can be found here: <https://www.uccs.edu/vcss/2018-2024-strategic-plan>

International Affairs Strategic Goals

During 2019, International Affairs staff met to define strengths and opportunities in order to develop and define goals. The Director met with the Vice Chancellor to better define the vision and mission of the office. These goals take into consideration the foundational work done since fall 2015 as well as university and divisional strategic plans. Feedback was received from students with experience in each area as well as the Vice Chancellor for Student Success. Implementation commenced in Fall 2019, with completion of the various elements occurring throughout the plan cycle.

The plan has five Goals:

Goal 1: Strengthen the diversity of education abroad opportunities

Goal 2: Enhance the campus climate for international students and scholars

Goal 3: Enrich opportunities for international partnership and community relations

Goal 4: Implement an assessment plan that measures student and scholar success

Goal 5: Contribute to the Division of Student Success and University's strategic plan

These goals share a common purpose of ensuring a vibrant international experience for students. While some goals and strategies are one-time, many involve on-going processes. The information that follows details each goal, any relevant sub-goals as well as strategies, measures, and targets.

Goal 1: Strengthen the diversity of education abroad opportunities

- Strategy 1: Collaborate with advancement team to seek funding opportunities that support education abroad experiences for students
- Strategy 2: Implement a comprehensive portfolio of education abroad programs
- Strategy 3: Develop a comprehensive communication and marketing plan to promote education abroad experiences
- Strategy 4: Network and meet with faculty/deans/colleges about developing faculty-directed programs
 - Measure: Increased participation in education abroad and an active portfolio of programs
 - ◆ Target 1: Establish benchmark for overall participation and growth rates
 - ◆ Target 2: Establish funding for student participation
 - ◆ Target 3: Achieve a 80% or higher success rate with outgoing faculty directed programs meeting enrollments

Goal 2: Enhance the campus climate for international students and scholars

- Strategy 1: Implement a comprehensive communication plan
- Strategy 2: Develop and Implement a Crisis Action Plan
- Strategy 3: Network and advocate for international students and scholars
 - Measure: Increased awareness of resources, programming for international students and scholars
 - ◆ Target 1: Identify important touch points and develop and implement a communication plan and newsletter
 - ◆ Target 2: Increase participation in workshops and programming to average at least 5-8 students
 - ◆ Target 3: Meet with and incorporate feedback and concerns of relevant offices on campus that interface with international students and scholars
 - ◆ Target 4: Develop and publish a crisis action plan by January 2020

Goal 3: Enrich opportunities for international partnership and community relations

- Strategy 1: Maintain connections with prior year visits/organizations to foster future collaboration.
- Strategy 2: Connect and present at Dean or Provost and departmental meetings about support of partnerships development
- Strategy 3: Review and update as needed MOU's in consultation with Legal Counsel
- Strategy 4: Build relationships and meet with community partners like local NGOs to bring international related delegations and intercultural opportunities to campus
 - Measure: Data collection on the number of visits, events, and outreach efforts as well as the overall quality of programming and visits
 - ◆ Target 1: At least one external group visit per semester that involves direct interaction with faculty and/or students
 - ◆ Target 2: Sustained relationships with campus and community partners with annual meetings

Goal 4: Implement an assessment plan that measures student and scholar success

❖ *Sub-goal 1: Collaborate with Institutional Research and other relevant offices on campus to track education abroad data*

- Strategy 1: Connect with the Registrar to develop a student group
- Strategy 2: Enter student group in CU-SIS for historical and current student records derived from TerraDotta
- Strategy 3: Collaborate with Institutional Research to create reports and help pull and analyze data
- Strategy 4: Share data with leadership and strategic partners
 - Measure: Reports developed that measure education abroad student data for retention, persistence and graduation rates.
 - ◆ Target: Initial targets per survey results and benchmarking with peer institutions

❖ *Sub-goal 2: Collaborate with Institutional Research to develop reports that track relevant data like retention, persistence and graduation rates for international students and scholars*

- Strategy 1: Collaborate with Institutional Research to create reports and help pull and analyze data.
- Strategy 2: Develop benchmarks and comparisons to other student populations
- Strategy 3: Share data with leadership and strategic partners
 - Measure: Reports developed that measure international student data for retention, persistence and graduation rates.
 - ◆ Targets: Initial targets per survey results and benchmarking with peer institutions

❖ *Sub-goal 3: Develop and implement student feedback studies for annual distribution*

- Strategy 1: Develop questions and online survey
- Strategy 2: Determine release dates and communication plan
- Strategy 3: Compile data for analysis
- Strategy 4: Share data with leadership and strategic partners
 - Measure: Survey developed and data analyzed from submissions
 - ◆ Targets: Initial targets per survey results

Goal 5: Contribute to the Division of Student Success and University's strategic plan

- Strategy 1: Nominate staff and have them participate in divisional and relevant campus-wide activities and meetings

- Strategy 2: Incorporate the Division's designated annual goal or focus area into staff/area goals and efforts/activities for the year
 - Measure: Track and report outcomes of these goals in the annual report and annual performance evaluations
 - ◆ Target: Have staff involved in at least one divisional and/or campus-wide meeting per semester and each area contributing in at least one way to the Divisional designated goal/focus for the year.

To assist with tracking of goals, scorecards were created for each goals. Scorecards are a tool to assist in strategic planning and communicate what each goal is to accomplish. These scorecards are located in Appendix.

Appendix: Scorecards

Goal 1: Strengthen the diversity of education abroad opportunities				
Strategy		Measure	Target	
1	Collaborate with advancement team to seek funding opportunities that support education abroad experiences for students	Increased participation in education abroad and an active portfolio of programs	1	Establish benchmark for overall participation and growth rates
2	Implement a comprehensive portfolio of education abroad programs		2	Establish funding for student participation
3	Develop a comprehensive communication and marketing plan to promote		3	Achieve a 80% or higher success rate with outgoing faculty directed programs meeting enrollments
4	Network and meet with faculty/deans/colleges about developing faculty-directed programs			

Goal 2: Enhance the campus climate for international students and scholars				
Strategy		Measure	Target	
1	Implement a comprehensive communication plan	Increased awareness of resources, programming for international students and scholars	1	Identify important touch points and develop and implement a communication plan and newsletter
2	Develop and Implement a Crisis Action Plan		2	Increase participation in workshops and programming to average at least 5-8 students
3	Network and advocate for international students and scholars		3	Meet with and incorporate feedback and concerns of relevant offices on campus that interface with international students and scholars
			4	Develop and publish a crisis action plan by January 2020

Goal 3: Enrich opportunities for international partnership and community relations

Strategy		Measure	Target	
1	Maintain connections with prior year visits/organizations to foster future collaboration.	Data collection on the number of visits, events, and outreach efforts as well as the overall quality of programming and visits	1	At least one external group visit per semester that involves direct interaction with faculty and/or students
2	Connect and present at Dean or Provost and departmental meetings about support of partnerships development			
3	Review and update as needed MOU's in consultation with Legal Counsel		2	Sustained relationships with campus and community partners with annual meetings
4	Build relationships and meet with community partners like local NGOs to bring international related delegations and intercultural opportunities to campus			

Goal 4: Implement an assessment plan that measures student and scholar success				
❖ Sub-goal 1: Collaborate with Institutional Research and other relevant offices on campus to track education abroad data				
Strategy		Measure	Target	
1	Connect with the Registrar to develop a student group	Reports developed that measure education abroad student data for retention, persistence and graduation rates.	1	Initial targets per survey results and benchmarking with peer institutions
2	Enter student group in CU-SIS for historical and current student records derived from TerraDotta			
3	Collaborate with Institutional Research to create reports and help pull and analyze data			
4	Share data with leadership and strategic partners			
❖ Sub-goal 2: Collaborate with Institutional Research to develop reports that track relevant data like retention, persistence and graduation rates for international students and scholars				
Strategy		Measure	Target	
1	Collaborate with Institutional Research to create reports and help pull and analyze data.	Reports developed that measure international student data for retention, persistence and graduation rates.	1	Initial targets per survey results and benchmarking with peer institutions
2	Develop benchmarks and comparisons to other student populations			
3	Share data with leadership and strategic partners			
❖ Sub-goal 3: Develop and implement student feedback studies for annual distribution				
Strategy		Measure	Target	
1	Develop questions and online survey	Survey developed and data analyzed from submissions	1	Initial targets per survey results
2	Determine release dates and communication plan			
3	Compile data for analysis			
4	Share data with leadership and strategic partners			

Goal 5: Contribute to the Division of Student Success and University's strategic plan

Strategy		Measure	Target	
1	Nominate staff and have them participate in divisional and relevant campus-wide activities and meetings	Track and report outcomes of these goals in the annual report and annual performance evaluations	1	Have staff involved in at least one divisional and/or campus-wide meeting per semester and each area contributing in at least one way to the Divisional designated goal/focus for the year.
2	Incorporate the Division's designated annual goal or focus area into staff/area goals and efforts/activities for the year			