

**INTERNATIONAL PROGRAMS AT THE UNIVERSITY OF IOWA:
A STRATEGIC PLAN FOR 2006-2011**
Approved by the International Programs Executive Committee, May 3, 2006

MISSION

International Programs at The University of Iowa provides leadership and support for internationally oriented teaching, research, creative work and service. IP administration, faculty and staff have the common objectives of internationalizing the undergraduate, graduate and professional curricula across departments and disciplines, promoting international scholarship and educational exchange, enhancing the Iowa experience for international students and scholars, furthering international knowledge and activities across the state, and helping create a community and society responsive to the increasingly international needs and obligations of citizenship.

GOALS, STRATEGIES, AND INDICATORS

GOAL #1: TO CREATE A UNIVERSITY EXPERIENCE THAT ENRICHES THE LIVES OF UNDERGRADUATES AND HELPS THEM TO BECOME WELL-INFORMED INDIVIDUALS, LIFELONG LEARNERS AND ENGAGED CITIZENS WHO PURSUE SUCCESSFUL CAREERS IN THE GLOBAL ENVIRONMENT.

The undergraduate experience is the cornerstone of the University of Iowa. International Programs plays an integral role in the education of undergraduates through the integration of international learning across the curriculum, through opportunities for study and research abroad, through the International Studies major, and through meaningful interaction with international students on our campus.

Strategy 1 A: Enrich the entire undergraduate experience at the University of Iowa with international opportunities

- Systematize collaboration with University offices to make all potential or newly arrived undergraduate students, particularly honors students, aware of international opportunities on campus including study abroad and international employment opportunities.
- Ensure the inclusion of International Programs in the curriculum for all College Transitions courses.
- Seek IP sponsorship of First-Year Seminars.
- Expand high quality programming on internationally oriented career options throughout the undergraduate experience.

Strategy 1 B: Expand the opportunities for study, research and internship experiences abroad by University of Iowa students.

- Increase undergraduate student participation to 1,000 per year.
- Increase financial aid opportunities for study abroad by at least 25%.
- Expand the Office for Study Abroad's Curriculum Integration Project by 20 degree programs.
- Ensure the highest possible quality of University of Iowa study-abroad programs by developing procedures for regularly scheduled periodic evaluation of each program.
- Encourage undergraduate participation in international research, incl. through financial support.
- Develop programs for overseas service learning by University of Iowa students.
- Revitalize the International Programs Study Abroad Committee role in advising the Office for Study Abroad.

Strategy 1 C: Expand international dimensions of the curriculum in all colleges of the University and in the Honors Program and other selected programs.

- Advocate for involvement of International Programs faculty and the Office for Study Abroad in the revision of the General Education Program in order to expand international perspectives in the GEP.
- Offer incentives to IP faculty to offer honors sections and to develop innovative means of introducing international dimensions to the curriculum.
- Develop programs for internationally focused service learning by University of Iowa students.
- Enhance the success of the International Studies major by strengthening its curriculum, advising, senior project and web site.
- Develop procedures to assess regularly the learning outcomes of students in the International Studies major and to use the assessments to improve the curriculum.

Strategy 1 D: Increase interactions between international and U.S. students, faculty and staff, both in the classroom and through cultural and social activities.

- Increase the number of cross-cultural programs offered each year that bring together international and U.S. students, faculty and staff, including in the residence halls and other University housing.
- Increase the number of programs of outreach to the community and K-12 schools that put U.S. and international students into teams.

GOAL #2: TO CULTIVATE EXCELLENT GRADUATE AND PROFESSIONAL PROGRAMS, AND TO ADVANCE THE RESEARCH, SCHOLARLY, AND CREATIVE ENTERPRISE.

Graduate and professional education and research are central to the mission of a research university. International Programs internationalizes research and creative work at the University and helps prepare the next generation of scholars and professionals. It does this by providing financial support to researchers, supporting vibrant academic programs with an international focus and encouraging high-level research collaboration with international partners.

Strategy 2 A: Continue to support IP graduate programs.

- Continue to develop and refine the International Studies M.A.
 - Develop coordinating structures to unite faculty advisors with M.A. administration.
 - Secure approval to transform the M.A. into a free-standing degree program.
- Provide support to nourish key interdisciplinary graduate programs, including Crossing Borders and the Ph.D. in Second-Language Acquisition.
- Develop procedures to assess regularly the learning outcomes of students in IP graduate programs and to use the assessments to improve their curricula.

Strategy 2 B: Develop or expand international components of professional graduate programs.

- Collaborate with UI professional schools to fund international curriculum development within those colleges.
- Minimize barriers (funding structures, logistics) to collaboration with professional degree programs with international potential.

Strategy 2 C: Increase resources for faculty and graduate student research and study abroad.

- Increase funds available for support of travel abroad by faculty and graduate students by 35%.
- Increase graduate and professional student participation in study abroad to 340 per year.
- Create and maintain a web-accessible database of long-term faculty and graduate student activities overseas to track UI presence abroad.
- Regularly prepare analyses of the data and use to review the effectiveness of IP programs.
- Encourage-- by providing higher levels of in-kind and matching funds, and through other means --applications for non-IP grants that will support international scholarship and creative work.

GOAL #3: TO PROMOTE EXCELLENCE IN EDUCATION BY INCREASING THE DIVERSITY OF FACULTY, STAFF, AND STUDENTS

International Programs plays a central role in fostering diversity at the University of Iowa. UI students abroad develop critical cross-cultural skills that will enable them to operate effectively in a global society after graduation. International students on our campus energize and diversify our classrooms with their perspectives on academic and cultural topics. U.S. faculty and foreign faculty collaborate on important international research projects, forging links and creating connections across intellectual, cultural, and academic divides.

Strategy 3 A: Increase the number of undergraduate and graduate international students attending The University of Iowa.

- Establish connections with relevant groups across campus in order to recruit more students from abroad:
 - Contact alumni abroad.
 - Establish an international alumni award.
 - Identify a limited number of schools abroad for clearly defined interactions.
 - Prepare a promotional package that can be disseminated abroad.
 - Encourage additional staff effort in the UI Office of Admissions for the recruitment of international students
 - Assist staff, faculty and administrators traveling abroad to engage in recruitment.
- Provide leadership to all University student-services units to ensure excellent services are available to a growing number of international students.
- Increase the number of undergraduate and graduate international students attending The University of Iowa to 9% of the student body.
 - Double international undergraduate enrollment.
- Develop financial incentives for graduate and undergraduate international students to attend the University of Iowa.
- Initiate fundraising by/among international alumni in support of the goals above.

Strategy 3 B: Devote additional funding and staff time to increasing participation in study abroad by student populations currently underrepresented in education abroad programs.

- Collaborate with faculty and administrators in the professional colleges and in math and the sciences to encourage students in these academic fields to study abroad.
- Collaborate with staff from campus diversity offices to encourage students from traditionally underrepresented ethnic, racial, and cultural groups to study abroad.
- Collaborate with staff from Student Disability Services to encourage students with disabilities to study abroad.

Strategy 3 C: Foster a climate of mutual respect and open communication among faculty, students and staff that can serve as a model for living, learning and working in a diverse world.

- Develop new methods to create a more respectful and inclusive climate on campus and in the community.
- Provide more opportunities for domestic and international faculty, staff and students to interact by collaborating with units such as Opportunity at Iowa and OASIS.
- Explore collaboration with state and local diversity initiatives.
- Establish an International Programs Diversity Committee, as recommended by the Provost's Diversity Report.

GOAL #4: TO STRENGTHEN THE UNIVERSITY'S INTELLECTUAL AND COMMUNITY VITALITY BY ENHANCING THE CENTRALITY OF INTERNATIONAL ACTIVITIES

International Programs fosters a thriving intellectual environment and internationally focused university by being an effective academic and service organization.

Strategy 4 A: Enhance the efficiency and effectiveness of International Programs' operation

- Capitalize on the move to new IP facilities to evaluate and improve communication and operations, both internally and externally, so that IP can become a focal point for teaching, scholarship, and creative work within the University.
- Continue enhancements to the IP website so that information for both external and internal users is easily accessible, informative, and up-to-date.
- Systematize the evaluation system for International Programs, its centers, programs, degrees and service units that provides for regular collection of performance information as well as periodic reviews and for monitoring changes made as a result of evaluations.
- Ensure professional development support mechanisms for staff members.

Strategy 4 B: Provide increased resources for the development of internationally oriented faculty

- Actively pursue additional private funding for IP activities through the coordinated efforts of IP administrators, the directors of each program or center, and the UI Foundation.
- Assess the impact of IP support for lectures, seminars, symposia and conferences to guide reallocations that will produce the optimal impact.

Strategy 4 C: Collaborate with collegiate deans to promote growth in the number of faculty with expertise in foreign, cross-national or global studies

- Work with the dean of each college to refine mechanisms for recognizing and rewarding faculty teaching, scholarship and service related to International Programs and international studies.
- Work with the dean of each college to synchronize the appointments of IP faculty to leadership positions according to a mutually agreed upon timetable.
- Work with each college to incorporate an International Programs component into its annual orientation session for new faculty, who will thereby gain a heightened awareness of International Programs activities and opportunities.
- Engage in fund-raising for two or more endowed chairs or professorships in fields of high priority to IP.

GOAL #5: TO STRENGTHEN THE ENGAGEMENT OF INTERNATIONAL PROGRAMS WITH PUBLIC CONSTITUENCIES

International Programs provides unique services to the campus, the community, and the State of Iowa through public partnerships.

Strategy 5 A: Communicate to the UI community and the wider public the mission of IP

- Increase interactions with members of local communities and other Iowa constituencies.
- Collaborate with other UI media units to produce seamless, mutually-reinforcing news releases that further the mission of the University of Iowa.
- Work with University Relations and Governmental Relations to raise awareness among state and federal officials of the vital need to support strong international education.

Strategy 5 B: Develop more extensive outreach mechanisms

- Establish an external advisory board for IP, composed of business, arts and community leaders with international interests and expertise.
- Strengthen and support existing campus and community organizations through effective collaboration, liaison and logistical support.
- Increase the number of workshops, such as cross-cultural communication and in-service training on international issues, to Iowa community colleges, school districts, and community organizations.
- Establish procedures for maintaining long-term communication with alumni of all IP degree and certificate programs.