



OIP Strategic Plan: 2021-2031

Office of International Programs: Mission Statement

Established at UNC Charlotte in 1975, the Office of International Programs (OIP) strives to strengthen international education and global learning at the University as well as in the Charlotte community. On campus, it seeks to make international understanding, intercultural competency and global awareness a fundamental part of the curriculum and an integral part of campus life through innovative and accessible programming.

UNIVERSITY OF NORTH CAROLINA
CHARLOTTE / *OFFICE OF
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Established at UNC Charlotte in 1975, the Office of International Programs (OIP) strives to strengthen international education and global learning at the University as well as in the Charlotte community. On campus, it seeks to make international understanding, intercultural competency and global awareness a fundamental part of the curriculum and an integral part of campus life through innovative and accessible programming.

OIP – Strategic Planning Goal 1

Elevate awareness and importance of international education and cultural competency.

Objective 1: Enhance and expand current institutional profile of international education and global learning to align with the needs of UNC Charlotte’s strategic plan.

- » **Action 1.1.1:** Create and seek leadership endorsement for a comprehensive institutional statement to explicitly recognize and articulate the value and relevance of international education to the campus community.
- » **Action 1.1.2:** Develop a communication plan directed to colleges and campus partners that describes the scope and importance of global learning as a high impact practice.
- » **Action 1.1.3:** Expand and diversify OIP University Council to include additional and more diverse stakeholder constituencies.
- » **Action 1.1.4:** In partnership with colleges and departments, highlight global learning opportunities in departmental outlets and resources.
- » **Action 1.1.5:** Expand the recipient categories, influence and promotion efforts of annual international education awards.
- » **Action 1.1.6:** Utilize Phi Beta Delta (PBD) International Honor Society to assist in promoting the value of global learning curricular and co-curricular activities.
- » **Action 1.1.7:** Create and implement an evaluation and assessment plan of the learning outcomes of appropriate OIP programs and effectively communicate the results.
- » **Action 1.1.8:** Develop a comprehensive OIP rebranding/marketing and communication strategy to increase OIP visibility and to better promote scope of operation and innovative programming.
- » **Action 1.1.9:** Produce annual status report documents to be distributed to campus stakeholders.
- » **Action 1.1.10:** Identify selected OIP programs to be highlighted annually in University communications.
- » **Action 1.1.11:** Create an annual faculty/student symposium on global learning and study abroad.
- » **Action 1.1.12:** Create new strategies for better recognizing the International Festival as one of University’s longest traditions and one of the community’s largest diversity events.

Objective 2: Expand college-level engagement to increase student and faculty level of activity.

- » **Action 1.2.1:** Increase the number and scope of on campus/college collaborations.
- » **Action 1.2.2:** Create a workshop series for department chairs on campus internationalization.

OIP - Strategic Planning Goal 2

Design and implement accessible, innovative and high impact international experiences to prepare students to successfully navigate in an increasingly globally interconnected world.

Objective 1: Create faculty and staff development opportunities and resources to support strengthened campus internationalization and global learning across curricular and co-curricular learning experiences.

- » **Action 2.1.1:** Create and offer an annual global learning and internationalization institute for faculty.
- » **Action 2.1.2:** Create intercultural competency teaching and learning resources to support general education redesign and other curricular and co-curricular activities.
- » **Action 2.1.3:** Support the general education program redesign through OIP involvement in committee and working groups participation.
- » **Action 2.1.4:** Refine Globally Networked Learning (GNL) faculty development resources and formalize the GNL communities of practice.
- » **Action 2.1.5:** Explore the development of an annual OIP faculty fellow program.
- » **Action 2.1.6:** Develop and deliver faculty workshops on “intercultural competence” in collaboration with the Center for Teaching and Learning (CTL).
- » **Action 2.1.7:** Develop and deliver faculty workshops and teaching guides on best practices for supporting international students.
- » **Action 2.1.8:** Create and facilitate an annual intercultural development workshop for university staff.
- » **Action 2.1.9:** Conduct an analysis and inventory of academic advisor resources and development opportunities to bolster advising support for study abroad.
- » **Action 2.1.10:** Create a communication and outreach program to highlight the high impact nature of education abroad to campus constituencies.

Objective 2: Develop and expand the number and type of study abroad opportunities and international service learning to increase participation in international educational experiences from a more diverse range of students and disciplines.

- » **Action 2.2.1:** Strengthen on and off campus partnerships to increase support for and assistance to underrepresented students interested in studying abroad.
- » **Action 2.2.2:** Develop strategies to increase student participation from academic departments with historically low rates of participation.

- » **Action 2.2.3:** Develop an education abroad blogging site to provide a platform for UNC Charlotte students to reflect on and share their experiences with other prospective students and the campus community.
- » **Action 2.2.4:** Develop collaborations with the CTL and with Urban Research and Community Engagement to deliver creative, responsible, ethical service learning programs abroad.
- » **Action 2.2.5:** Create a comprehensive fundraising plan in collaboration with the Division of University Advancement to support study abroad participation through institutional scholarships and grants.
- » **Action 2.2.6:** Create a UNC Charlotte Education Abroad participant alumni outreach campaign to connect study abroad alumni to study abroad specific giving opportunities.
- » **Action 2.2.7:** Promote nationally and internationally competitive scholarship opportunities across campus to increase UNC Charlotte's access to world-class awards and learning opportunities.

Objective 3: Streamline education abroad processes and procedures to create a more user-friendly, seamless and effective experience for all education abroad stakeholders.

- » **Action 2.3.1:** Utilize student feedback from surveys and focus groups to identify and implement areas of improvement at each stage of the study abroad experience.
- » **Action 2.3.2:** Implement a standard practice for analyzing Education Abroad online resources to ensure consistency, clarity and accessibility.
- » **Action 2.3.3:** Develop communication and feedback protocols for faculty, chairs and other college stakeholders.

Objective 4: Develop a comprehensive study abroad curriculum integration (CI) model across all program types to better align department-specific curricula with education abroad program offerings.

- » **Action 2.4.1:** Collaborate with academic departments to identify curricular alignment with exchange programs' and third party providers' course offerings.
- » **Action 2.4.2:** Create curricular maps for college and department champions to employ in CI initiatives.
- » **Action 2.4.3:** Model CI initiatives for faculty-led programs to departments through workshops and other relevant development opportunities.
- » **Action 2.4.4:** Create a dynamic library of resources reflecting best practices in CI.



Objective 5: Expand virtual international education programming offerings to increase the number of academic departments engaged and the number of student participants.

- » **Action 2.5.1:** Increase the number of Globally Networked Learning (GNL) programs to include additional departments and colleges.
- » **Action 2.5.2:** Conduct a periodic college needs analysis of virtual study abroad programming.
- » **Action 2.5.3:** Proactively engage guest speakers from exchange partners to participate in virtual campus programming, including courses.
- » **Action 2.5.4:** Explore virtual cultural engagement programs between UNC Charlotte students and students from abroad (UNC Charlotte students abroad and non UNC Charlotte international students).
- » **Action 2.5.5:** Solicit annual college feedback on international virtual learning experiences.
- » **Action 2.5.6:** Create and launch ongoing virtual English Language Training Institute (ELTI) programming.

Objective 6: Strengthen connections between international education and UNC Charlotte's institutional diversity, equity and inclusion (DEI) goals.

- » **Action 2.6.1:** Incorporate DEI framework to improve existing and future international education programs.
- » **Action 2.6.2:** Proactively seek partnership with campus units sponsoring DEI initiatives to support inclusion of international student and scholar stakeholders.
- » **Action 2.6.3:** Create professional development opportunities for faculty and staff on international employment policies, practices and procedures.
- » **Action 2.6.4:** Design and facilitate innovative programs for international students to learn about the U.S. historical context of DEI issues and their impact on current events.
- » **Action 2.6.5:** Create sustainable outreach efforts to collect information and identify study abroad needs/interests of targeted groups on campus.
- » **Action 2.6.6:** Establish Global Gateways housing as an example of DEI learning opportunity.
- » **Action 2.6.7:** Establish an OIP DEI Working Group focused on programming, staff development, and other campus outreach.

Objective 7: Increase the number of on campus curricular and co-curricular internationalization opportunities.

- » **Action 2.7.1:** Increase the number and diversity of GNL programs to include additional departments and colleges.
- » **Action 2.7.2:** Develop an intercultural workshop for students as a course module add on/enhancement.
- » **Action 2.7.3:** Expand Global Gateways housing participation and associated intercultural learning programming.

- » **Action 2.7.4:** Increase engagement with our network of international exchange partners.
- » **Action 2.7.5:** Create monthly “lunch and learn” opportunities to showcase different student populations and their countries and cultures.
- » **Action 2.7.6:** Expand International Education Week programming to include student alumni panels addressing their various international educational experiences and to include additional college sponsored events.
- » **Action 2.7.7:** In collaboration with PBD, create a forum for internationally-minded student organizations to discuss ways to collaborate, share information with campus community and grow student organizations participation.

Objective 8: Increase OIP engagement with and partnership in the Charlotte community to expand student opportunities.

- » **Action 2.8.1:** Expand and enhance student “local” international experiences through local international nonprofits, locally based international companies as well as international/immigrant populations.
- » **Action 2.8.2:** Strengthen OIP partnership with World Affairs Council of Charlotte and Charlotte International House to expand student and faculty opportunities.
- » **Action 2.8.3:** Expand ESL course offerings and customized programming to better meet the needs of multilingual members of the greater Charlotte community.
- » **Action 2.8.4:** Conduct surveys every three years to identify emerging community international education needs.
- » **Action 2.8.5:** Expand the number of lectures in the annual Association of Foreign Policy Great Decisions lecture series.



OIP - Strategic Planning Goal 3

Increase the number and scope of international research collaborations to support faculty and students in addressing complex global challenges.

Objective 1: In collaboration with Division of Research (DR), develop a plan to highlight and increase support for faculty research activities through innovative international cooperation.

- » **Action 3.1.1:** Offer annual faculty workshops on collaborating with international partnerships.
- » **Action 3.1.2:** Conduct an inventory of current faculty international collaborations and research partnerships.
- » **Action 3.1.3:** Develop a database to capture international collaborations and global research activities.
- » **Action 3.1.4:** In partnership with DR, explore feasibility of an international seed-funding grant to support international partner development and engagement.
- » **Action 3.1.5:** Expand faculty Fulbright advising program and enhance institutional policies to increase the number and diversity of Fulbright Scholar applicants.
- » **Action 3.1.6:** Enhance policies, practices and resources that support the hiring of international scholars, researchers and faculty.
- » **Action 3.1.7:** Develop an OIP position to support faculty in facilitating grant application and collaboration.

Objective 2: Expand network of international partnerships and collaborations.

- » **Action 3.2.1:** Create and expand web-based resources for international collaborative grants and fellowships.
- » **Action 3.2.2:** In collaboration with DR, identify, cultivate and nurture a network of strategic international partnerships.
- » **Action 3.2.3:** Coordinate periodic networking events between faculty and international partners.
- » **Action 3.2.4:** Create and distribute relevant information on virtual international learning to research-focused departments with the goal of furthering international partnerships/grant collaboration.

Objective 3: Strengthen infrastructure through support services to visiting scholars and international faculty.

- » **Action 3.3.1:** Assess and respond to the immigration and cultural support needs of international scholars and faculty prior to arrival and throughout their stay in the U.S.

- » **Action 3.3.2:** Seek technological solutions to automating communication for compliance purposes.
- » **Action 3.3.3:** Increase outreach efforts to hiring departments to improve the international faculty hiring process.

OIP – Strategic Planning Goal 4

Strengthen the international student ecosystem to increase support to and engagement with international students and alumni.

Objective 1: Through collaboration with campus partners, enhance international students' sense of belonging and promote more meaningful interactions between domestic and international students.

- » **Action 4.1.1:** Create and improve opportunities for international and domestic students to engage in meaningful interactions that expand their global perspectives.
- » **Action 4.1.2:** Increase and improve training for international student resilience.
- » **Action 4.1.3:** Increase and improve virtual resources and communication prior to students' arrival in the U.S.
- » **Action 4.1.4:** Increase outreach to special groups such as international student athletes, visiting scholars and student families, as well as to students with multiple intersecting, marginalized identities.

Objective 2: Educate students and advocate with campus partners on the unique financial challenges of international students in the U.S.

- » **Action 4.2.1:** Develop access to financial wellness and debt management resources for international students.
- » **Action 4.2.2:** Explore opportunities with the Division of University Advancement, Office of Student Assistance and Support Services and the University Scholarship Office to identify/develop additional scholarship and funding opportunities for international students.

Objective 3: Improve International Student and Scholar Office (ISSO) administrative efficiencies to provide better service to its international population and to ensure individual and institutional compliance with federal immigration regulations.

- » **Action 4.3.1:** Assess and improve technological solutions to international student data management.
- » **Action 4.3.2:** Assess and strengthen immigration support services and programs for the international population.

Objective 4: Support international students' career development by partnering with campus units such as the University Career Center and Center for Graduate Life and Learning.

- » **Action 4.4.1:** Collaborate on programs and resource development to better prepare international students for professional career expectations in the U.S.

Objective 5: Facilitate meaningful international alumni engagement in collaboration with campus partners.

- » **Action 4.5.1:** Initiate the development of an international student alumni network in collaboration with Alumni Affairs and the Graduate School.

Objective 6: Develop strategies to increase international student enrollment (degree seeking and non-degree seeking students).

- » **Action 4.6.1:** Diversify student countries of origin by creating research fellow/visiting scholar programs to create additional sustainable new pipelines of international students.
- » **Action 4.6.2:** Convene and support faculty working groups on regional recruitment initiatives.
- » **Action 4.6.3:** Connect to marketing opportunities through EducationUSA and other recruitment organizations (e.g. webinars, virtual recruitment fairs targeted to graduate students).
- » **Action 4.6.4:** Maximize the value of visits to partner universities, conferences or research trips as opportunities for graduate student recruitment.
- » **Action 4.6.5:** Determine the viability of a permanent Assistant Director of International Network and Partnerships position to develop and manage strategic international enrollment management initiatives.
- » **Action 4.6.6:** Develop a comprehensive ELTI recruitment strategy.
- » **Action 4.6.7:** Increase the number of short term customized programs for visiting international student groups to develop familiarity with UNC Charlotte graduate programs.
- » **Action 4.6.8:** Create an international student "success story" database to serve as a repository of marketing/promotional videos and testimonials that will enhance international student recruitment initiatives.

Objective 7: Create new, innovative program offerings that meet the needs of English language students.

- » **Action 4.7.1:** Increase engagement with campus and external stakeholders to determine ongoing needs for innovative workshops, programs and classes for speakers of English as an additional language.
- » **Action 4.7.2:** Create specialized workshops for new degree-seeking students who speak English as an additional language.

- » **Action 4.7.3:** Offer ongoing language support to enrolled degree-seeking students who speak English as an additional language.
- » **Action 4.7.4:** Assess and improve OIP's international teaching assistant testing program.

OIP - Strategic Planning Goal 5

Strengthen OIP's comprehensive and centralized international education infrastructure.

Objective 1: Examine OIP infrastructure to position the department to better support changing international education needs of campus.

- » **Action 5.1.1:** Conduct benchmarking of major public top tier research institution and aspirational institution international offices and utilize analysis to inform and implement long-term design plans for building necessary infrastructure.
- » **Action 5.1.2:** Conduct a staff infrastructure benchmark study to determine appropriateness of current level of staffing and associated compensation.
- » **Action 5.1.3:** Conduct an assessment of staff development needs to meet evolving demands of campus.

Objective 2: Evaluate current funding streams and explore new possibilities for funding.

- » **Action 5.2.1:** Conduct national Intensive English Program benchmarking study to identify program and curricular innovations as well as range of fees.
- » **Action 5.2.2:** Increase community-based ELTI programs and language and culture training for local companies and community constituencies.
- » **Action 5.2.3:** Increase number of grant proposals submitted to external funding agencies.
- » **Action 5.2.4:** In partnership with University advancement and colleges, determine viability of institutional fundraising opportunities to support OIP programming.



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