

**INTERNATIONAL AFFAIRS
STRATEGIC PLAN
2000-2005
University of South Florida**

Goal 1:

Assist USF faculty and professional staff in developing the international dimension of their teaching, research, and service activities.

1. Review appointment, promotion, and tenure criteria in all colleges to confirm that international teaching, research, and service is evaluated on an equal basis with domestic academic activities.
2. Survey colleges to identify areas in which faculty international expertise is weak and develop hiring plans and resources to strengthen these areas.
3. Provide faculty and professional staff development activities that foster
 - Foreign language acquisition,
 - Cross cultural training,
 - Development of new teaching/learning strategies, and
 - Development or acquisition of new materials (multimedia, print, collections, data bases, etc.) for the infusion of international perspectives into the curriculum.
4. Provide expanded technological support and training to encourage widespread access and *use* of international resources for teaching and research.
5. Provide assistance for faculty who wish to identify potential funding sources for international research, training, or development projects.
6. Develop a range of thematic and geographic area centers to foster interdisciplinary collaboration and research across departments and colleges.
7. Develop and disseminate a faculty international expertise guide (cross referenced by country, language, department or rank, and areas of expertise).
8. Sponsor symposia and conferences on current topics pertaining to global research and methodologies (ie. Intellectual property rights, research ethics in a global context, etc.).
9. Provide support for visiting international scholars (office space, equipment, housing, stipends) to facilitate joint research.
10. Develop resources for faculty to travel to international conferences, conduct research, teach, and recruit outstanding graduate students.
11. Assess institutional policies with regard to international sabbaticals and leaves and revise where necessary to eliminate disincentives.
12. Initiate annual faculty awards to recognize exemplary contributions to international teaching, research, and service.

Goal 2:

Promote the revision and expansion of both undergraduate and graduate curricula to reflect a global perspective in all fields of study.

1. Establish policies and procedures to guide the development of international joint degree programs with partner institutions abroad.
2. Establish policies and procedures for global delivery of USF degree programs via distance technologies.
3. Review general education courses for international content and recommend a development plan to strengthen the curriculum where appropriate.
4. Identify and systematically develop skills for the global workforce across all disciplines.
5. Based on global workforce needs, strengthen (or develop) internationally oriented degree and certificate programs in appropriate fields.
6. Implement the newly designed Department of World Languages, including efforts to expand the teaching of less commonly taught languages and to develop intensive delivery models.
7. Support efforts to develop language across the curriculum, particularly in Spanish.
8. Examine the foreign language exit standards of all colleges and revise where needed.
9. Develop interdisciplinary courses and clusters of courses around geographic regions and global themes and issues.
10. Assess library needs to support curriculum expansion and develop resources to acquire necessary materials.
11. Educate academic advisors about the importance of international education and the options available to students to “internationalize” their particular academic program.

Goal 3:

Develop internationally oriented research and service partnerships involving a range of local, state, and federal government offices; the private sector; community organizations; alumni; and other friends and constituents of the university.

1. In collaboration with the US State Department, establish an International Visitors Program to bring world leaders, outstanding professionals, artists, and other luminaries to the Tampa Bay region.
2. Work closely with the Governor’s Office, the Office of the Secretary of State, and the legislative leadership of the State of Florida to identify opportunities for

- collaboration in furthering the economic, social, and cultural interests of the state through international activities.
3. Cultivate partnerships with the private sector for international teaching/learning, research, and service opportunities for students and faculty.
 4. Develop contacts with USF alumni (both foreign and domestic) and other friends of the university who have international expertise and networks that could assist in the internationalization of the university.
 5. Develop continuing education programs of an international nature including faculty led international learning/travel options for alumni and community, language courses, executive training, outreach to public schools, etc.
 6. Develop international scholarship funds, “bricks and mortar” projects, and international symposia with local donors and corporate sponsors.
 7. Develop and market USF training for corporate overseas assignments, trade missions, incoming international business executives, etc.

Goal 4:

Diversify the student body to include outstanding students who represent a broad range of geographic, linguistic, and cultural backgrounds and in sufficient numbers to create a significant international presence on campus.

1. Create an Office of International Admissions with a trained staff to plan and implement a comprehensive recruitment and admissions process for international undergraduate and graduate students.
2. Identify and remove all unnecessary institutional barriers to international student admissions.
3. Streamline and integrate the international recruitment, admission, language support, immigration, orientation, counseling, academic advising, social integration, and other student services from point of first contact to alumni affairs.
4. Train key university office staff (library, academic advising, registrar, housing, accounts payable, health services) in effective cross cultural communication strategies.
5. Examine and improve international student service issues, including housing, food, transportation, health care, religious services, spouse and family support, and social integration in the community.
6. Improve training and financial support of international TA's.

Goal 5:

Develop experiential learning opportunities with an international focus, including expansion of study abroad options, international internships, field studies, volunteer opportunities, simulations, and virtual learning.

1. Establish a central office and clearinghouse to advise students who wish to participate in an international academic experience, including academic year and semester programs, short term programs, internships, field experiences, work experiences, and post graduation opportunities such as Peace Corps, JET, and other programs.
2. Work with colleges, departments, and individual faculty members to adopt an existing international program or design a new study abroad option that complements on-campus academic programs.
3. Provide guidelines and training for faculty who wish to develop overseas programs for students.
4. Establish a *required* international experience in selected major fields such as foreign languages, international studies, international business, and international public health, as well as Honors Students.
5. Develop financial resources, including scholarships and the Florida Linkages programs, to support widespread student participation in international academic experiences.
6. Continue to expand the range of geographic and curricular options for study abroad so that *any* student in *any* major can find an appropriate program in virtually *any* world region.
7. Aggressively market international experience options to both undergraduate and graduate students on all USF campuses to substantially increase student participation, especially among underrepresented groups (eg. Male students, minorities, science and technology majors) .
8. Assist faculty in developing simulations (such as Model UN, Model World Bank, Model World Court, Model World Health Organization) and virtual classrooms with partner institutions around the world (via distance technology) in order to make international experiences available to *all* USF students.
9. Streamline policies and procedures with the Registrar's Office, Financial Aid, and other relevant offices that play important roles in facilitating study abroad.

Goal 6:

Revamp the public image of the university, both at home and abroad, to emphasize the global dimension of its teaching, research, and service missions.

1. Recognizing that the USF audience/constituency in a global age is nearly always international in nature and that the University is firmly committed to internationalization, the President, Provost, Deans and Chairs should review for *a consistent international dimension and message:*

- University Mission Statement
 - University Strategic Plan
 - State of the University Address
 - Inaugural Address
 - Commencement Address
 - Presentations to the state legislature and Board of Regents
 - Speeches delivered at other convocations and ceremonial occasions
 - Invited speakers and honorary degree recipients
 - Capital Campaign materials and presentations
 - University website
 - University publications (including the catalogs, viewbooks, domestic recruitment materials, newsletters, alumni publications, college and departmental brochures)
 - Billboards and signs
 - University logo and slogans
 - Radio and television transmissions
2. Collect and disseminate relevant documents, talking points and “sound bites” to key spokespersons in central administration and Public Affairs.
 3. Develop a USF presence at the airport to raise the university’s profile across the U.S. and around the world through exposure to hundreds of thousands of international and domestic visitors each year.
 4. Commission a range of appropriate institutional gifts for official international use.
 5. Develop a set of special print/video/CDRom materials on relevant aspects of USF for use overseas and with embassies and consulates to “market” the university.

Goal 7:

Develop effective administrative structures to provide the university community with optimal support for its growing array of international activities.

1. Fully integrate within the Office of International Affairs the administrative oversight of all non-credit *international* functions that cross college lines or vice presidential areas. Based on the needs of individual programs, projects, centers, or institutes, these units would have either a direct or indirect reporting line to the Dean of International Affairs.
2. Develop an International Affairs staffing plan that will support, through reallocation of current positions and the addition of new lines, previously outlined programs and services (including international recruitment; admissions; foreign credentials evaluation; expanded immigration services for TN, H-1B, and O-1 visas; international alumni services; international resource development; grant writing; training and development contract administration; liaison with USF colleges, departments, centers and institutes; faculty/curriculum/program development; and public information campaigns).

3. Create an advisory council for international affairs consisting of key faculty, administrators, students, and community representatives.
4. Designate an official liaison person in each college and on each regional campus to work closely with International Affairs in planning, implementing, and monitoring the international emphases and programs of the various colleges and campuses

Goal 8:

Pursue external funding to construct an International Center to serve as the locus for international activities; faculty and student services, and cultural outreach.

1. Research international centers in the U.S. and abroad to find models worth emulating.
2. Develop a project proposal in conjunction with the University Development Office.
3. Work with the Capital Campaign to incorporate this objective into the final phase of the campaign.
4. Seek funding from private, corporate, and government sources.