

INTERNATIONAL

# UNIVERSITY OF NORTH TEXAS



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Strategic Plan for  
UNT-International

2008-2013



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# UNT™



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# EXECUTIVE SUMMARY

International Studies and Programs (ISP) has a long history at the University of North Texas. The division's *Strategic Plan: 2008-2013* is a guide for ensuring the continuation and enhancement of the services on which the University and its faculty, staff, and students have come to depend, yet it also must be much more. UNT continues to grow in size, scope, and ambition. These changes – along with many other more subtle shifts – have altered the way the University community sees itself and how it wishes to be perceived by the world beyond the campus. ISP will be profoundly changed by this repositioning of UNT. Little will be eliminated from the division's current functions, but priorities will be rearranged and much will be added in the form of new initiatives, new competencies, new mandates, and new responsibilities. ISP itself is being repositioned, both physically and symbolically. Transition to a new divisional name, *UNT-International (UNT-I)*, began April 1, 2008. Plans to move the division's offices and classrooms to the Information Sciences Building in early 2009 not only means more modern facilities, but signifies UNT-I's more central role in campus life.

For the new UNT-I, the task is not only to keep pace with the University's growth, it is to be an institutional catalyst providing the impetus to further expansion of UNT's international activities and the extension of its global reach. Though the move to ISB is an important first step, it is only the first phase of what must be a multi-step process if UNT-I's physical plant is to keep pace with its programmatic expansion. At minimum, a second allocation of additional space in the non-library area of ISB's first floor, or elsewhere, will be needed no later than Fall 2009. The dramatic growth of UNT-I's Intensive English Language Institute (IELI) is the proximate cause of the space crisis, but only one of the needs unmet by the ISB move. A related need, which is nearly as pressing as the current IELI classroom shortage, is the necessity of establishing a University housing option for visiting scholars and other dignitaries. Acquisition and remodeling of a suitable residential property in close proximity to the Denton campus should be a priority in FY 2008-2009.

The first principle for any university's globalization plan must be to “integrate international education into the wider administrative and academic structure of the institution.” UNT-I is ready to help lead the University toward that more global future, but this is not an internationalization plan UNT-I can accomplish

alone. UNT-I can serve as a clearinghouse of information and a catalyst for action; it can build processes and infrastructure to underpin the efforts of the academic units on campus; it can share responsibility with colleges and schools as they engage with institutions and colleagues abroad; and it can anchor international activities within the academic mission and strategic plans of UNT. UNT-I can contribute to each of the University's three Key Themes: Internationalization, Collaboration, and Multiculturalism and Diversity. However, it is the University of North Texas that is moving into the global arena, not UNT-I. It is the assets and resources of the University that bring value to the enterprise: the intellectual capital of our faculty; the energy, curiosity, and diversity of our students; and the commitment of University staff and leadership.

This document sets out UNT-International's goals and objectives for the next five years. The plan will acquire meaning through implementation. This document discusses many actions designed to make the plan a reality. These new steps will proceed at a varying pace and meet with differing degrees of success. It will be important to establish benchmarks, monitor progress, and measure results along the way. Ongoing evaluation and assessment will provide constant feedback, allow for improvements and enhancements, and when necessary, corrections and revisions. Our mandate will be accomplished through achievement of the division's six Strategic Goals. Each goal consists of a series of discrete action items and subordinate objectives, appropriate benchmarks to measure progress, and tools for assessing effectiveness and results. Underlying each of these goals is the explicit understanding that to be meaningful, a goal must be tied to commitments for building capacity and resources defined as fiscal, human, technological, and infrastructure assets. UNT-I's six major goals are:



Goal One: UNT-International will be the entrepreneurial engine powering and accelerating the University's transformative internationalization.

*UNT-I will help lead the University of North Texas to become a major participant and contributor in the global higher education arena, enhancing its institutional visibility, prestige, reputation, and value as a partner and collaborator.*

Goal Two: UNT-International will increase the multiplier effect of UNT's global activities.

*The interests and passions of the faculty are the driving force shaping UNT's international outreach. UNT-I will, in partnership with colleges, schools, departments, and individual faculty, bring greater coherence, improved communication, more effective coordination, and maximum synergy to UNT's large and expanding international portfolio.*

Goal Three: UNT-International will bring the world to the University of North Texas.

*UNT-I will help develop in the University's graduates the Three Pillars of Global Competency: International Knowledge, International Skills, and International Attitudes necessary for success in today's globalized economy and interdependent world by working to incorporate an international, interdisciplinary, and multicultural perspective into the fabric of the UNT curriculum and the co-curricular and extra-curricular experiences.*

Goal Four: UNT-International will bring the University of North Texas to a global audience, expand the University's global reach, and increase its impact.

*UNT-I will work across the University to re-imagine UNT's service area and mission on a global scale. UNT-I will establish a prioritized target list of countries and regions of highest immediate interest to the University and make those areas the focus of intense, coordinated marketing and development efforts.*

Goal Five: UNT-International will provide a superior level of performance as it delivers a student-centered international educational experience.

*UNT-I will be a quality focused, student-centered organization. We will develop our policies and procedures in ways that respect the students' perspective and we will make it easy for faculty, staff, and students to work with UNT-I.*

Goal Six: UNT-International will employ consistent and ongoing assessment techniques aimed at measuring outcomes and benchmarking progress.

*UNT-I will become a data-driven organization. It will establish program specific processes, quantifiable objectives, and external benchmarks. UNT-I will establish a culture of assessment and accountability; it will measure, evaluate, and modify its practices to ensure the division's and the University's goals are accomplished and learning outcomes achieved.*



The next academic year, 2009-2010, will be pivotal for UNT-I and the University. The goals and objectives that collectively form the UNT-International strategic plan will not all be accomplished in the same timeframe or in some cases even during the period covered by the current plan. Most goals have a mid-term to long-term horizon, while individual strategies generally are focused on immediate change and creating in the short-run the necessary conditions for long-term success. As important as the actual plan is the incremental, but steady, expansion of available resources and infrastructure necessary to keep pace with the University's ambitions.



# A TIME FOR CHANGE

International Studies and Programs (ISP) has a long history at the University of North Texas (UNT) and has made many valuable and enduring contributions to the growth and success of the University. The ISP consists of dedicated individuals who have worked hard to build quality programs and provide comprehensive services to students, faculty, and staff.

While the services the component units of ISP provide are disparate, a core mission is shared by each unit: building healthy and rewarding relationships between ISP and UNT's international students and scholars as well as domestic students and faculty seeking international experiences. Whether teaching English as a second language, processing international student applications, planning foreign study experiences, offering immigration counseling or a host of other equally important functions, ISP has historically contributed to the international community and internationalization of UNT.

The division's *Strategic Plan: 2008-2013* is a guide for ensuring the continuation of the services on which the University and its faculty, staff, and students have come to depend; yet it also must be much more. The University continues to grow in size, scope, and ambition, altering UNT in more

than its size. The University has transitioned from a comprehensive to a research-oriented institution – a transformation that entails numerous structural, financial, and philosophical changes. Along with refocusing the mission has come a need to manage rapid and enormous enrollment growth on the Denton campus. These two fundamental changes – along with many other more subtle shifts – have altered the way the UNT community sees itself and how it wishes to be perceived by the world outside the campus – locally, statewide, and globally.

## Managing Growth

UNT is no longer a regional, commuter-oriented institution with a narrowly defined geographic service area hardly extending beyond the Dallas-Fort Worth Metroplex. Today and into the future, UNT is and will be defined as much by the role it plays statewide, nationally, and internationally. Going forward, the task of ISP is not only to keep pace with the University's growth, it is to be an institutional catalyst providing impetus to further expansion of the University's international activities and the extension of its global reach.



In the short run, managing growth may be the greatest priority; and within ISP, there has been much discussion around future staffing levels, the increased tempo of activity, new programmatic mandates, the scarcity of financial investment resources necessary to fuel expansion, and the adequacy and appropriateness of current operational structure and space allocation. Still, managing growth is just one force driving ISP's change. As noted in UNT's *Academic Plan*,

“UNT is faced with significant challenges: changing demographics, internationalization, advances in technology, increased demands for accountability, and decreased state funding for public institutions.

These national trends are amplified in Texas, which leads the nation in demographic changes. In the [recent] years, the state has deregulated tuition and grouped its institutions of higher education according to primary function. UNT and six other institutions are in the ‘emerging research’ group... In short, higher education has become suddenly much more complex and competitive.”

However, if higher education has become in general “much more complex and competitive,” it is even more accurate to note how intensely competitive global higher education has become. The global demand for higher education has grown exponentially in the last decade. Long the exclusive territory of the United States’ elite private and flagship public universities, increased demand for education has drawn many more institutions from more countries (especially other Anglophone countries such as Australia, New Zealand, Canada, and the United Kingdom) into the international education arena.

Though the global market for higher education has grown and continues to expand very rapidly, it remains difficult and potentially expensive to penetrate with consistency. Significant “brand recognition” and first-mover advantages have already accrued to the world’s top 100 research universities. An emerging research institution such as UNT cannot expect to automatically, or easily, establish its international bona fides and claim a central role in the realm of high quality global education. Yet that is precisely the goal to which the University of North Texas can, and should, aspire.

The following pages lay out an action plan for the University to not only enter this worldwide competition, but also detail a strategy for UNT to successfully establish itself as a visible and important actor on the global stage. The key to UNT's transformation and ascension to the first tier of international research universities will be the actions and initiatives of International Studies and Programs.

Much of what needs to be done already falls within the competencies of this division, still others are implicit in the University's strategic and academic

**ISP is a central administrative unit and campus-wide service organization.** plans, expressing the vision and expectations of the new administration.

ISP is the logical and best-suited division to lead UNT into a more global future, but this is not a plan ISP – or any unit – can accomplish alone. As important as the steps that ISP will take internally is the role the division will play as a coordinator, facilitator, and honest broker bringing together UNT's colleges and schools as well as administrative departments and offices from across campus. ISP can serve as a clearinghouse and catalyst for internationalization. It can create a momentum and accelerate internationalization at UNT.

However, it is the University of North Texas that is moving into the global arena, not ISP. It is the assets and the resources of the University, which bring value to the enterprise: the intellectual capital of our faculty, the energy, curiosity, and diversity of our students, and the commitment of University staff and leadership. ISP is a central administrative unit and a campus-wide service organization. Thus, in the future ISP will play an important role in articulating the University's strategy, operationalizing UNT's plans, building process, and infrastructure that underpin the efforts of the academic units on campus, and share responsibility with the colleges and schools as they engage with institutions and colleagues abroad. ISP will coordinate and support all international initiatives, ensuring coherence and consistency, and maximizing synergies and efficiencies. This is a significant undertaking and an objective that has proven elusive for many other universities, as the American Council on Education (ACE) has pointed out:



“Most higher education leaders agree that an undergraduate education should prepare students to live and work in a world in which national borders are highly permeable, information travels rapidly, and communities and workplaces are increasingly multicultural and diverse. Far less clarity exists, however, on precisely what that preparation should entail in terms of curriculum content or on the learning outcomes that such “globally prepared graduates” should achieve. The result is a gap between lofty aspirations and clear educational objectives. A similar gap lies between the value of internationalization asserted in many institutional mission statements and the reality of actual institutional practices and priorities as revealed by strategic plans, policies, and resource allocations...”

Closing these gaps is not a trivial task, nor does it involve simply adding a few internationally focused programs or strengthening those existing ones. Although many institutions offer a diverse mix of international learning opportunities, few do so with much intentionality. The result is a hodgepodge of programs and activities that are not sufficiently integrated to create maximum institutional impact or to advance learning.

Without a clear set of goals and a strategy to connect the disparate activities and create synergy among them, internationalization will likely be confined to a marginal set of activities affecting a self-selected group of students and faculty. Internationalizing an institution requires widely understood goals and objectives, an assessment of existing efforts and capacity, recognition of the leverage points for creating change on campus, plans for measuring progress, and the capacity to make continuous adjustments along the way.<sup>1</sup>

International Studies and Programs will be profoundly changed by this repositioning of UNT. Little will be eliminated from the current functions of the department, but priorities will be rearranged, and much will be added in the form of new initiatives, new competencies, new mandates, and new responsibilities. ISP itself already is being repositioned, both physically and symbolically. The division’s name has been changed; ISP is now UNT-International (UNT-I). The new name eliminates confusion with the International Studies academic program and adds emphasis to the new mission and purpose.

The move to the ISB building not only will mean better facilities; it will signify UNT-I’s more

<sup>1</sup> Madeline F. Green and Christa Olson, [Internationalizing the Campus: A User’s Guide](#), American Council on Education, Washington, DC, 2003, page vii.

central operational role. On too many campuses, the international office is on the periphery in campus layout and campus attitudes. UNT-I will be as prominent and visible in its location as it is in its mission. More important than the location on campus will be UNT-I's work off-campus helping to build bridgeheads for UNT operations abroad.

This document sets out UNT-International's goals and objectives over the next five years. It is ambitious and transformational. It will require new thinking and new approaches, but it also retains the essence of what made the "old" ISP successful. It calls upon the division's strongest core competencies to build additional capabilities and create new sources of competitive advantage for UNT. It clarifies the divisions and the component departments' purposes and priorities. It anchors all international activities within the mainstream academic and strategic plans of UNT. It is a tool for weighing alternatives and making choices between competing institutional opportunities. It provides a roadmap to the future and will guide the department's budgets, planning and operations.

UNT-I's *Strategic Plan: 2008-2013* covers a five-year period. It is grounded in UNT's Strategic Plan 2008-2013, from which it takes its direction





and derives its core values. It describes UNT-I's goals and objectives in the language of UNT's plan and directly links its actions to the University's overarching goals, especially its three Key Themes: Internationalization, Diversity, and Collaboration.

The UNT-I strategic plan provides direction and establishes priorities for the division's component units. The individual units are joint authors of the division strategic plan, the foundation upon which they will build annually their individual business plans and unit budgets. These tactical business

**This strategic plan is a living document, a set of goals, objectives and aspirations.**

plans will help to operationalize the strategic goals, provide concrete progress benchmarks, and establish a means

for assessing relative success over the coming five years.

This strategic plan is a living document, a set of goals, objectives, and aspirations based upon predications about the evolving higher education environment and realistic assumptions about the University's growth and progress. The real world is messier and less knowable. We fully expect the University to identify new and additional initiatives and opportunities in the coming years. In some

sense, the first stage in such a sweeping program of internationalization will be driven as much by the rapid accumulation of new projects as by targeted action. Still, with the strategic plan as a roadmap, it will be possible to ensure UNT's march toward the future will be intentional and directed and not a random walk.

UNT likely will undertake the next phase of its own strategic planning midway through the life of this document, and UNT-I will adapt its plans to maintain a close alignment with the University's direction. In the meantime, annual business planning and budget exercises will provide an opportunity to review, evaluate, and if necessary, modify UNT-I's five-year plan to incorporate additional experience and new information.

### The Importance of Ongoing Assessment

Planning is only the first step. The plan acquires meaning through implementation. This document discusses many actions designed to make the planned goals a reality. These new steps will proceed at a varying pace and meet with different degrees of success; it will be important to monitor progress and measure results. Ongoing evaluation and assessment will provide constant feedback, allow for improvements and enhancements, and



strategic revisions. The pages that follow identify measurable outcomes associated with various goals and objective benchmarks for measuring progress. As noted in the University's strategic planning documents, "Some goals translate more easily into measures than others." As appropriate, UNT-I has adopted the same "Performance Measures" used by the University to both better align the division's plan with the UNT Strategic Plan as well as provide meaningful comparisons through the consistent application of measurement methodology. As described in the University strategic planning documents:

"Performance measures should:

1. Tie directly to key performance areas.
2. Provide data that can lead to improvement.
3. Be viewed as credible by stakeholders.
4. Be understood by a wide audience.
5. Be collected within reasonable cost/effort.
6. Identify those responsible for reporting.
7. Be sustainable over a period of years."

The goals and strategies that collectively form the UNT-I Strategic Plan will not all be accomplished in the same timeframe or in some cases even during the period covered by this plan. Most goals are mid- to long-term objectives, while individual strategies are commonly reforms or initiatives that can be accomplished in the short-term.

**Some goals translate more easily into measures than others.**

The academic year 2008-2009 will be pivotal for UNT-I and for the University. The successful implementation of this plan will mean that twelve months from now UNT-I will be an extremely different and more productive organization and the University of North Texas will be on its way to achieving the transformative internationalization it seeks.

# THE CORNERSTONE

A Shared Commitment to the University's Goals

UNT-International, like all constituent units of the University, exists to further the larger interests and objectives of the institution. In this document and in everything UNT-I undertakes, it strives to maintain close alignment with the University at-large and its academic partners in the colleges and schools. The ideas and objectives of the UNT-I *Strategic Plan: 2008-2013* flow directly from the foundation documents of the University of North Texas:

## University Mission Statement

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*The University of North Texas is a recognized student-centered public research University where we harness the power of ideas through a culture of learning based on diverse viewpoints, interdisciplinary endeavors, creativity, and disciplined excellence.*

This is accomplished through a broad and balanced array of programs where well-prepared students and dedicated scholars and artists collaborate with our local and global communities in the creation, integration, application, and dissemination of knowledge. In this way, UNT creates an enriched and sustainable future for our students, state, nation, and world.

# University Vision Statement

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*The University of North Texas will be recognized for its educational, intellectual, research, public service, and cultural achievements. UNT will be a diverse and inclusive institution creating the knowledge and innovations that will shape our future, while cultivating excellence in the next generation of scholars and leaders for the global community.*

## The Academic Plan

- Especially the primary goal to “emerge as a research University.”

## The Core Values (from the Academic Plan)

- Students and Learning
- Opportunity and Diversity
- Scholarship and Research
- Community and Connectivity
- Partnership and Outreach
- Integrity and Stewardship

Particularly relevant to the UNT-I strategic plan are the University *Academic Plan* “primary goal” and the “Three Key Themes” of the five-year *Strategic Plan: 2008-2013*. While “emerge” is no

**The present plan is explicitly focused on promoting the emergence of UNT.**

longer the most appropriate verb for describing UNT’s research identity, it is still very applicable

to the University’s desire to achieve the heightened visibility, reputation, and prestige associated with leading research institutions. When speaking of the international arena, the present plan is explicitly focused on promoting UNT’s emergence.

Directly and indirectly, the UNT-I *Strategic Plan: 2008-2013* will help UNT become more widely known, valued, and respected. This is expected to lead to increased and superior quality international undergraduate and graduate enrollment pools; increased faculty opportunities for international travel, research, and professional networking; more globally knowledgeable, experienced, and enlightened domestic students; a more culturally rich and diverse campus community; and a greater number and value of grants and contracts.



# The University Five-Year Strategic Plan: 2008-2013

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## Four Strategic Goals:

1. To promote excellence in student-centered education.
2. To increase research, scholarship, and creative activity.
3. To enhance institutional reputation, community engagement, and advancement.
4. To improve institutional effectiveness.

## Three Key Themes:

### *1. Diversity and Multiculturalism*

UNT will actively strengthen its community by welcoming students, faculty, and staff who bring a broad range of different viewpoints, backgrounds, cultures, and ideas.

### *2. Internationalization*

UNT will enrich the preparation of its graduates and enhance its contributions to the global community by internationalizing the curriculum and increasing the involvement of students and faculty in educational and research opportunities that broaden their relationships at the international level.

### *3. Collaboration*

UNT will build mutually beneficial research and educational partnerships within and outside the University.<sup>2</sup>

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<sup>2</sup> UNT Strategic Plan, p. 25



The “Three Key Themes” of the University strategic plan are described as a means “to make relevant connections” to: those with differing viewpoints and backgrounds; people and places across the globe; and to academic partners and colleagues internally and externally. All three initiatives with very clear international dimensions and whose implementation, wholly or partly, is reliant on the unique expertise and networks of UNT-International. These three key themes – diversity and multiculturalism, internationalization, and collaboration – provide the organizational framework and touchstone for the goals and action plans described in the following pages.



# INTERNATIONAL STUDIES AND PROGRAMS

Point of Departure

## Current and Emerging Situations

The UNT-International has successfully operated since the early 1970's. Currently, the department is divided into six constituent units and operational areas:

1. Intensive English Language Institute (IELI)
2. International Admissions
3. International Advising
4. International Welcome Center
5. Sponsored and Special Programs
6. Study Abroad

Additionally, a number of other activities have been organizationally housed within the ISP "Main Office" directorate or elsewhere:

7. International protocol
8. International student recruiting (both for IELI and for UNT)
9. International partnership, collaboration and exchange agreement administration
10. Limited services for non-U.S.

UNT faculty and visiting scholars (housed in International Advising)

11. Student Fulbright Exchange (housed in Study Abroad)

12. Study Abroad awards

13. Intercultural training

14. International teaching assistants

15. Support for the University

International Education Committee

Finally, a few activities often housed in units like ISP at other U.S. universities but not part of the current or historically emphasized portfolio by UNT, are now becoming more significant given UNT's strategic plan.

- Supporting the development of global learning outcomes and infusing the curriculum with a global perspective
- Creating a home and an organizational affiliation for area, regional, and other internationally-focused centers and institutes
- Hosting (and housing) international visitors

- Faculty Fulbright Exchange
- Participation in international grants, contracts and training
- International events
- *Encounters* International Speaker Series
- Community outreach
- Foreign-based academic programs and Denton-based support for those operations
- Non-credit or non-traditional academic travel programming (for Alumni and Groups)
- Convening faculty groups to discuss international topics, such as UNT's possible response(s) to appeals for support from African governments and institutions of higher education
- Developing international professional development programs for faculty and certain support staff for the purpose of familiarizing them with key institutions or regions identified as targets of UNT attention and leading to research

connections, foreign experiences that can be brought into Denton classrooms, new study abroad initiatives, and greater sensitivity to challenges facing international students

In sum, the volume and scope of activities involving the department have grown significantly in recent years. The current organizational structure, array of activities, and even locus of operations are no longer sufficient to meet University needs. In addition, the name, International Studies and Programs, increasingly has become a misnomer and point of confusion.

### Department Structure and Name

According to CIEE's "Principles of Good Practice for International Education," the first tenant of best practice is to "integrate international education into the wider administrative and academic structure of the institution."<sup>3</sup> For UNT to keep pace with leading institutions in the realm of international higher education, a new organizational structure is needed and additional functional capacity must be built or acquired. The necessary reorganization began in 2007, with the creation of



<sup>3</sup> CIEE, *Principles of Good Practice for International Education*, Educational Principles, [http://ciee.org/about/educational\\_principles.aspx](http://ciee.org/about/educational_principles.aspx)

the new post of Vice Provost and Associate Vice President for International Education – the first SIO (Senior International Officer) in the University’s history. The next phase of that reorganization – the acquisition of additional experienced personnel and the physical and procedural reconfiguring of the division, replacing the hard silos with a more permeable and collaborative matrix organization - is well underway and coincides with the publication of this strategic plan. The new UNT-I will fully emerge with the move to new quarters in the ISB by mid FY2008-2009.

Transition to the new divisional name, *UNT-International (UNT-I)*, began April 1, 2008. The new name, already in use in most venues, such as the division’s website, will completely replace the old “ISP” by the beginning of the Fall 2008 semester. It is simpler, shorter, and more encompassing of the division’s many activities. In addition to the confusion created by the previous name, problems with International Studies and Programs were its cumbersomeness, but more importantly its limitations. “Studies” may be appropriate to the Study Abroad function, but has little connection to the many other activities the division undertakes for the University. “Programs” is a vague and unhelpful word when used without other modifiers.

In contrast, “international” is a word with clear meaning and focus, and the root word for UNT’s “internationalization” project. It is broad enough to embrace all of the division’s activities without complicating future expansion, and when coupled with “UNT,” makes clear the University’s global presence and ambitions. In this instance, less really is more.

In addition, to be downplayed in the new terminology is the phrase “international education,” a designation that literature in the field also finds problematic despite its wide currency. “The term international education suggests it is separate from the rest of education...disconnected...marginalized and poorly integrated...Framing international education [in this way] invites a fragmented approach.”<sup>4</sup>

Another issue that must be addressed is UNT-I’s ambiguous status as a component of the larger University. Although commonly referred to as an “office” or a “department,” it is neither. It actually comprises multiple subordinate offices and departments. However, it also is not a “department” in the academic sense of that word. Further complicating a proper understanding of the unit’s place within the larger organization is its current UNT system role as administrator of

<sup>4</sup> Green and Olson, Page 1.

nearly all international student and scholar services related to immigration status for Denton, the HSC in Fort Worth, and the new UNT-Dallas campus. In conversations with the Provost, the designation “division” has been suggested and accepted. UNT-I is a University-level organizational entity. As the international division of UNT, it may be clearer to the University community that the unit has a role in all institutional international activities.

The names of some constituent units will also change once the division relocation is complete.

For example:

- International Advising will return to its former name, International Student and Scholar Services, reflecting an increased attention to the large number of visiting scholars, exchange faculty, and other foreign residential guests of the University as well as servicing their myriad needs.
- Study Abroad is to become Global Learning and Experience. This change both moves the University away from the somewhat anachronistic “abroad,” with its connotations of “different,” “alien,” and “other;” reconceptualizes an international experience as “universal” and is more descriptive of the office’s increasing role in

assisting with the internationalization of the University’s curriculum as delivered in Denton. Further, the words “learning and experience” are more accurate portrayals of the nature of UNT’s broader approach to global student engagement through hands-on experiences, fieldwork, independent research, international internships, fellowships, service learning, etc.

#### Location and Nature of Facilities

UNT-I outgrew its space in Kendall Hall some time ago, and the decision to move the division to the ISB building will allow for a more rational and efficient arrangement of offices, enhanced service delivery across units, an environment more conducive to inter-office collaboration, as well as make the unit physically and literally more central to campus life. However, the ISB space is significantly smaller in overall square footage than Kendall Hall. (It is only because it offers a more open floor plan as well as the ability to more efficiently organize operations that allows UNT-I to squeeze into the space, even temporarily.) The current allocation of ISB space is woefully insufficient to meet the real and projected expansion of UNT-I’s activities. For example, the IELI portion of the unit will already exceed



maximum office and classroom capacity before the day the organization actually moves in. There is no room for expansion of this vital activity. Access to additional space, either on the first floor of ISB or elsewhere on campus, will be crucial to the smooth operation and continued growth of this important undergraduate and graduate student feeder activity. Furthermore, some offices, such as the Study Abroad office, are best suited to “storefront” operations in high visibility, high traffic areas of campus such as the student union, not on the second floor away from public view. The second floor of ISB will be an extremely low visibility location with no foot traffic beyond that generated by other UNT-I functions.

Current University space plans may meet the need to vacate and demolish Kendall Hall, but they are at best a short-term solution for UNT-I.

Though the move to ISB is a necessary first step, it is only the first phase of what must be a multi-step process if UNT-I’s physical plant is to keep pace with its programmatic expansion. Units such as IELI have significant potential for even more rapid growth and expansion than what is already being experienced. Other units such as Study Abroad have been mandated to increase their volume of activity dramatically. Of course, a successful UNT-I will mean that over time, the University of North Texas will have a broadly and deeply internationalized



Denton campus and will be seen externally as an active and engaged global institution. The 2008-2009 ISB space allocation for UNT-I will rapidly go from inconvenience to serious constraint on future growth and the ability to meet the goals of the institution.

At minimum, a second allocation of additional space in the non-library area of ISB's first floor or elsewhere will be needed no later than Fall 2009. However, even that will be no more than a temporary stopgap measure. When UNT begins to realize its greater aspirations for internationalization, when it truly moves into the first rank of large, globally engaged institutions, it will need to have facilities comparable to its new peers. It will need to establish a large and comprehensive International Center, ideally with its own building. Whether such a Center occupies the entire ISB (current library areas included), a large portion of a remodeled COBA building, or a purpose-built new facility, it is not too soon to be planning for this eventuality. The new environment described here will be a reality before this current Strategic Plan expires in 2013.

A related need, which is nearly as pressing as the current space crisis in IELI, is the desirability of

establishing University housing for visiting scholars and other international dignitaries. Acquisition and remodeling of suitable residential property in close proximity to the Denton campus should be a priority for FY 2008-2009. Such a facility also could be used as a venue for a variety of internationally oriented events, receptions, and other activities in addition to the lodging service. Many major universities have an "International House" and the experience of those institutions is that such a facility can pay for itself over time and almost immediately achieve breakeven in its operational expenses.

#### The UNT-I Mission and Vision, Current Formulation

"International Studies and Programs is a multi-dimensional campus service organization. The mission of International Studies and Programs is

- To assist all campus units in the development and conduct of international education activities and
- To provide services necessary to support the international mission of the University."

As can be readily seen, the Mission Statement above says very little about the unit, makes no claims, and serves no guiding or motivational purpose. Even if the organization were not changing its operations so fundamentally, it would be advisable to re-examine this statement and reformulate it to make it more pertinent to the University's goals. The division does not have a vision statement. Given the absence of a vision statement and the changes occurring in the scope and nature of the organization, this strategic plan must begin with the drafting of wholly new mission and vision statements.

A mission statement is intended to be a tool. Done well, it serves a variety of valuable purposes for organizations, not least of which is answering the question, "Why does the organization exist?" Beyond this, a good mission statement addresses the following points:

- a descriptive claim on the order of, "who we are and what we do;"
- it is an expression of philosophy and shared values; it is the "emotional glue" that holds the group together;
- it should issue a challenge and establish goals;
- and it should be written in a way to

build excitement and inspire loyalty and commitment from members of the organization.

Clearly, the new UNT-International requires a new mission statement and a first vision statement.

#### Mission Statement, New Formulation

UNT-International is guide and champion for the comprehensive internationalization of the University of North Texas.

On campus and around the globe, UNT-I will bring coherence to the University's international initiatives; strengthen the University's trans-border collaborations; increase the global engagement of faculty; facilitate the internationalization of the curriculum; enhance the intercultural awareness, experiences, and learning of all students, both domestic and international; and increase the overall quality of the academic enterprise by attracting a diverse and rich multicultural mixture of students, faculty, and academic partners to the University of North Texas.

UNT-I will provide exemplary service,

efficient and transparent processes, and helpful and complete communication in all of its interactions with the University of North Texas community, its partners, and its constituents domestically and abroad.

#### Vision Statement

UNT-International will expand the reach of the University of North Texas, sharing the University's knowledge with the world while bringing the world to the campus.

The University of North Texas will be seen as a global leader in higher education, research, and international connectedness, its campus culture a model of an intercultural and transnational intellectual community, its students noted for their global competency, and its administration respected for its execution of best practices, attention to detail, and efficient regulatory compliance.



# STRATEGIC OBJECTIVE

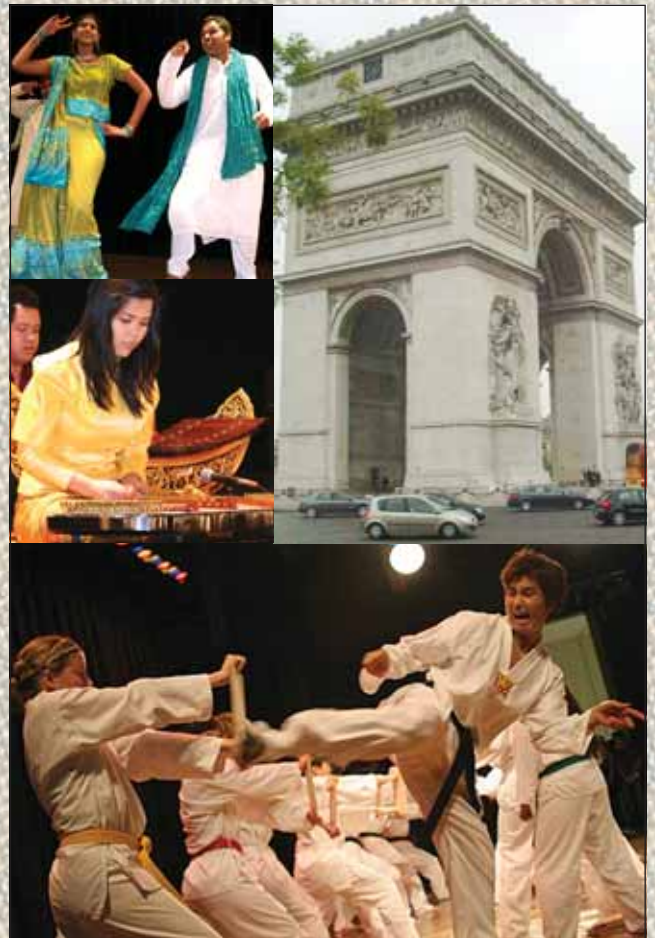
Comprehensive Internationalization of the University of North Texas

UNT-International will provide leadership in all areas of international education, guiding and promoting the comprehensive internationalization of the University of North Texas; and helping the University to create a learning environment designed to make the connections between internationalization, diversity and multiculturalism, and collaboration that will help enrich campus life, develop an informed global citizenry, and foster a host of connections with people and institutions beyond our region.

The fully internationalized UNT will be “a premier educational, intellectual, research and cultural resource” known and respected throughout the world. UNT will be a place where international **Multiculturalism is a way of life.** learning is integrated into every aspect of the institution, where multiculturalism is a way of life, and where international perspective and the understanding of alternative ways of knowing are skill-sets developed in every graduate.

The University of North Texas will grow in both the depth and breadth of its international activities, connections, and constituencies. UNT-

International will be a flexible and responsive organization able to quickly capitalize on new opportunities emerging in the international environment, help to manage and coordinate this growth, ensure that it remains consistent with the institution’s great-





er mission and vision, and that all of this is achieved through collaboration and partnership with units across the University and with the most efficient utilization of resources.

Our strategic purpose will be accomplished through achievement of the division's strategic goals. Each goal consists of a series of discrete action items and subordinate objectives, appropriate benchmarks to measure progress, and tools for accessing effectiveness and results. Underlying each of these goals is the explicit understanding that to be meaningful, a goal must be tied to commitments for building capacity and resources defined as fiscal, human, technological, and infrastructure assets.

# STRATEGIC GOALS

## Goal One

UNT-International will be the entrepreneurial engine powering and accelerating the University's transformative internationalization.

UNT-I will help lead the University of North Texas to become a major participant and contributor in the global higher education arena, enhancing its institutional visibility, prestige, reputation, and value as a partner and collaborator.

### One University, One Voice

- UNT-I is the international arm of the University and is ultimately responsible for all international activities of the University of North Texas.
- UNT-International will be closely aligned and deeply integrated with the wider University community, and a proponent as well as champion of the University's goals and objectives.

### Move, Lead, Now

- UNT-I will be a forward-leaning, action-oriented organization. It will be a flexible and responsive division able to

move quickly and nimbly while guarding and enhancing the academic integrity of the University.

- UNT-I will be proactive and entrepreneurial, constantly scanning the international education environment and looking for new opportunities and fresh ideas.
- UNT-International will invest "sweat equity" to make things happen now, operating from the assumption that new and additional resources follow results.

### Building a Global Brand

- UNT-International will work closely with University Relations, Communication and Marketing to build the UNT "brand" internationally and help make the University known locally, across Texas, and nationally as a



comprehensive international institution and a major contributor to the development of global higher education.

- UNT-I will create strategic partners to enhance the University's global visibility and reputation.
- Working with URCM, UNT-I will actively seek press coverage for activities abroad, invite U.S.-based foreign broadcast and print media to the Denton campus.
- UNT-I will develop an international marketing and recruiting plan and campaign aimed at increasing the number, quality, and diversity of UNT's international student body.
- Use senior delegations led by the University president and/or vice presidents to jump-start UNT's entry into new countries and forge key relationships with foreign universities, governments, and businesses.
- UNT-I will support UNT's colleges and schools to make international connections that will in turn create international opportunities for faculty and advance the University.

## Goal Two

UNT-International will increase the multiplier effect of UNT's global activities.

The interests and passions of the faculty are the driving force shaping UNT's international outreach. UNT-I will, in partnership with colleges, schools, departments, and individual faculty, bring greater coherence, improved communication, more effective coordination, and maximum synergy to UNT's large and expanding international portfolio.

- Eliminate fragmentation of effort by promoting adherence to a broad set of institutional goals while preserving college, departmental, and faculty autonomy and freedom of action.
- Encourage each college and school to designate an associate dean or similar individual as the unit's lead international contact and representative to a new UNT Global Outreach and Leadership Strategy Council (GOALS) established to promote cross-University communication, collaboration, and coordination of international efforts, discuss potential policies, and review strategic objectives.

- Communicate UNT's International Strategic Plan and the capacities and resources of UNT-I. Ensure that the University's international goals are widely understood.
- Be visible on campus; be available to

**The interests and passions of the faculty are the driving force shaping UNT's international outreach.**

- meet with deans and faculty and address departments or other fora. Meet and communicate regularly with faculty, academic advisors, and student services offices to keep them informed and up-to-date while increasing support for campus internationalization.
- On campus, create a culture of reciprocity and shared responsibility.
- Seek opportunities to play the role of facilitator and enabler in collaborations with external partners for all parts of UNT.
- Become a trusted and valued partner. Be a "go to" resource for faculty interested in any type of international engagement from study abroad to research

collaboration to personal or professional development.

- Be problem-solvers and resource providers; develop and deploy the expertise necessary to lower the barriers to international involvement for faculty, staff, and students.
- Achieve greater coordination and campus-wide awareness of international initiatives.
- Help individual faculty members better integrate their international interests and activities with the strategic objectives of the University.
- Be a good partner. Practice the principles of equity and transparency in all dealings with University colleagues and partners.
- Ensure the University speaks with one voice when working with external constituencies.
- Be a clearinghouse of international contacts, existing partnerships, activities, and an inventory of all faculty, staff, and student international travel and activity.
- Expand the circle of faculty, staff, and student involvement in

internationalization, promote a culture of shared responsibility and shared benefit.

- Create a central focus for the most visible and long-term international initiatives and activities.
- Provide an organizational, and when appropriate, physical home for certain centers, institutes and projects with an international focus.<sup>5</sup>
- Publicize widely and visibly celebrate the international accomplishments of the University, the colleges and departments, and individual faculty, staff, and students.
- Produce a quarterly UNT-I newsletter and report.

<sup>5</sup> Here the organizational structure utilized by many other institutions, such as the University of Pittsburgh's University Center for International Studies (UCIS) may be instructive. The University's international visibility is directly related to the visibility of its individual projects. Through UCIS, Pittsburgh ensures the collective weight of the University's international outreach is brought to bear on every international initiative. Most of UNT's international activities are housed under the UNT-I umbrella, but a few key current and future additions should also be given an institutional home within the international division, most notably a few specific centers, institutes, projects, and international grants and contracts. Academic programming would naturally remain in the appropriate college or department but UNT-I would partner with the unit to effectively administer the entity and its international components.

For example, The US-Mexico Alliance might be relaunched to achieve greater impact while also operating in a manner more consistent with the goals of the PACS dean. New Centers and/or contracts, such as a possible Confucius Institute or the proposed Center for the Arab and Muslim Worlds, with their large outreach components, are also good examples of initiatives where UNT-I's unique international and managerial capacities would enhance the activity.



- Dedicate space on the UNT-I website to an online version of the newsletter, including posting a searchable list of international activities and opportunities by region or country.
- Increase awareness of, attention to, and participation in International Week activities, faculty/staff international awards, and other international programs.
- Create linkages with community organizations, companies, and public institutions.
- Attract external media coverage of the University, its faculty, and its students.
- Play an active role in Sister Cities initiatives and in organizations around the Metroplex, and especially in the expansion of the City of Denton's limited activities in this area of international partnership.



### Goal Three

UNT-I will help develop in the University's graduates the Three Pillars of Global Competency: International Knowledge, International Skills, and International Attitudes necessary for success in today's globalized economy and interdependent world by working to incorporate an international, interdisciplinary, and multicultural perspective into the fabric of the UNT curriculum and the co-curricular and extra-curricular experiences.

- Actively seek appropriate avenues to engage in University-wide initiatives, such as the “First Year Experience,” “Living and Learning Communities,” “One Book, One Community,” and improving the academic and international content of new and transfer student orientation, such as the Emerald Eagles program, etc.
- Enhance the depth and breadth of the curriculum by working with appropriate faculty and administrative groups to ensure UNT's “Revitalizing the Core Curriculum” project also means internationalizing the core. Contribute to UNT's emphasis and conceptualization of interdisciplinarity

by advocating for the value of using the world at-large as the appropriate level of analysis in any such course.<sup>6</sup>

- Consider international experience as an additional degree requirement or certificate credential in specific programs, such as International Studies, Teaching English as a Second Language, etc.
- Widen the circle of internationally involved faculty.
- Advise and support individual faculty, academic departments, and committees working to add an international dimension<sup>7</sup> to their courses, programs, majors, and degrees.
- Encourage faculty to emphasize learning objectives and outcomes, such as global preparedness and global citizenship. Help students develop the skills to understand and navigate cultural, ideological, social, and religious

<sup>6</sup> A new report from the American Council on Education (ACE), indicates that between 2001 and 2006, “the proportion of colleges that require a course with an international or global focus as part of their general-education requirements actually dropped...from 41% in 2001 to 37% in 2006.” Karin Fischer, “New Report Charts Mixed Results in Colleges’ Internationalization Efforts”, *The Chronicle of Higher Education*, May 22, 2008.

<sup>7</sup> Every UNT course is a potential candidate for the inclusion of material dealing with the international dimension of a given discipline, theory, practice, interpretation, perspective, and experience, etc., as opposed to the smaller subset of courses where explicit international content is introduced.

differences between people; to see the links between understanding global issues and acting to address them.

- Encourage faculty to see every course as an international course. In the words of AAC&U, “[G]lobal learning is not... something that occurs only abroad.”<sup>8</sup> Help them bring an international dimension, or an international or comparative perspective to their courses, to “cross borders intellectually.” Help them with strategies for engaging international students and encouraging them to speak in class. “Sustain difficult conversations in the face of highly

emotional and perhaps uncongenial differences.”<sup>9</sup>

- Integrate international students and their unique historical and cultural perspectives into otherwise U.S. or Western-centric presentations of material.
- As greater numbers of UNT students become “internationalized,” the University should explore ways to apply their first-hand experiences and perspectives on their own society and their role in a larger world as part of the continual learning process.
- Obtain funding for international curriculum development grants.
- Collaborate with schools and colleges to offer international study tours as professional development opportunities for faculty interested in making international research connections, incorporating first-hand foreign experience and insights into their courses, and/or incubating new study abroad ideas.<sup>10</sup>

<sup>8</sup> “Shared Futures: Global Learning & Social Responsibility,” an initiative of the Association of American Colleges and Universities.

<sup>9</sup> Ibid.

<sup>10</sup> Some years ago, Illinois State University created a faculty program in China with the goal of encouraging the participants “to investigate the context of their disciplines, engage with their professional counterparts, and expand their worldviews.” The excitement generated by



- Assist every academic department to develop at least one active international relationship or project.
- Encourage faculty members to use technology to connect their Denton classes to students, classrooms, and institutions abroad.
- Double the number of UNT students studying abroad by summer 2013 (to 1,000 students) as the first milestone in the dramatic expansion of access and participation by UNT students<sup>11</sup> by both reaching under-represented student populations and rethinking the international experience.<sup>12</sup>
- Work with faculty to create new Study Abroad opportunities, add new destinations, and increase the overall number of faculty and students participating.
- Create experiences that emphasize learning through exploration and the application of knowledge through action.
- Greatly expand the movement of students to Mexico for programs and experiences of all types and durations.
- Obtain funding to expand the 2009 Emerald Eagle initiative to all eligible EE students.
- Pilot a “Freshman Experience Abroad” with Honors College or other high potential or highly recruited students and pilot a large scale Freshman Trip to Mexico. Obtain funding to offer both programs for nominal cost.<sup>13</sup>
- Increase presentations on the value and increasing necessity of international experience at the first year orientation,

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that initial trip “reverberated throughout the institution.” Enrollments of Chinese students in the University and of US students in Chinese language “began to soar,” visiting professorships were developed, the Asian content of the curriculum expanded. “In the end, the impact...was incalculable.” JoAnn S. McCarthy, “A Roadmap for Creating the Global Campus,” *The Chronicle of Higher Education*, June 29, 2007, p. B12.

<sup>11</sup> The United States Congress is reviewing the Paul Simon Study Abroad legislation. This important new bill calls for at least one million American students to be studying overseas annually by 2017. That would represent 17.5% of the projected U.S. college population. If UNT were to achieve even this average performance, and assuming the University’s overall enrollment in 2017 will be 40,000, 2286 UNT students would be going abroad every year.

<sup>12</sup> In today’s world, the semester or year abroad cannot be the only options. We need to think much more creatively about how we ensure more students are exposed to different cultures and ideas. “Get students out on study abroad any reasonable way possible.” Brian Harley, Purdue University, presentation to the Association of International Education Administrators (AIEA), Annual Conference, New York, March 2008.

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<sup>13</sup> Getting UNT’s domestic students to think internationally cannot start early enough in their academic careers. Freshman programs offer an opportunity not only to set a global context for the higher education experience right from the beginning, but they provide a way to capture students while they are still excited by the move to college, and before financial pressures, jobs, and social ties begin to create additional hurdles. Of course, shorter programs and/or nearby destinations such as Mexico further expand the number of eligible and interested students by reducing costs and increasing familiarity with the destination. Colleges as far away as New Jersey have adopted so-called “Border Awareness” experiences as a means to both introduce students to the international dimensions of education and to improve retention by facilitating bonding and the formation of student support networks that last beyond the program itself.

- parents' sessions, open houses, and other events.
- Consult faculty to examine ways the curriculum aids or hinders students who wish to study abroad and develop programs specifically for professional schools, STEM students, and graduate students.
  - Develop programs with an explicit service learning focus abroad.
  - Develop international internships, research internships, and other fellowships.
  - In cooperation with Financial Aid and other University offices, work to eliminate or reduce barriers, such as financing, time away from work, family obligations, and language facility by easing access to funds, developing additional short-term and non-traditional offerings, therefore ultimately increasing the number of paid international internships.
  - Develop extracurricular cultural immersion activities every student can access.
- Expand the existing “virtual” Study Abroad program and use it as a first step in moving the more hesitant students toward a first-hand international experience.
  - Develop a formal “re-entry” program for returning Study Abroad students.
  - Create a global culture on campus and extend it into the local community.
  - Assist University international faculty recruiting and retention efforts by developing processes to streamline and make the Permanent Residency application less stressful.
  - Make internationalism and international experience identifying characteristics of a UNT education inside and outside the classroom.
  - Encourage academic departments to make a faculty member’s or prospective faculty member’s degree of international engagement and experience a factor in hiring, tenure, and promotion decisions.



- Develop a robust offering of international activities available on campus and in the wider Denton and Metroplex communities.
- Find opportunities for international and returning Study Abroad students to speak to K-12 classrooms, Rotary Clubs, and other community organizations.
- Make completing a passport application a regular (and possibly mandatory) component of new student orientation.
- Work with academic advisors to increase their understanding of study abroad options and have them incorporate strategies for gaining international experience into every student's academic plan.
- Conduct employee training on international/intercultural communication in collaboration with the faculty and staff development programs. Provide expertise on cross-cultural issues and language support to companies and other community organizations.
- Create opportunities for students and faculty returning from Study Abroad, Fulbright, research, and other international excursions to share their experiences with colleagues and potential participants.
- Speak with the NT Daily about adding a dedicated international news page to one edition of the paper each week, including stories to feature UNT students' global experiences, student guest column from UNT program abroad, international student oriented feature(s), etc.
- Make greater use of the international flag and photo collections of UNT-I. Consider establishing a rotating permanent display of flag(s) outside ISB as part of a program featuring a different country each week.
- Seek funding and institutional commitment for the creation of a multi-purpose "International House." The "International House" would allow for the expansion of the Welcome Center's operations; it would serve as a guesthouse for visiting scholars, a



gathering place for multicultural events, an exhibition place for international exhibits, etc.

- Increase the number of international students studying at UNT and immediately return the University to the “Top 50” U.S. universities in international student enrollment. Attain a Top 40 rank by 2013 (>3,000 students).<sup>14</sup>
- Develop a comprehensive international marketing and recruiting plan based upon the University’s international priority target country list. (See Appendix for current list of targets.)
- Develop a multi-year plan for foreign recruitment travel identifying trip objectives and frequency of visits to various countries.
- Create a family of collateral materials and supporting web pages that appropriately reflect the quality of the UNT brand, the international character of the University, and its sensitivity to the unique needs and concerns of international students and their families.
- Develop appropriate target language for

print and web content.

- Place greater recruiting emphasis on the less expensive and more accessible markets of Mexico and Canada, and most importantly the transfer market of international students already in the U.S. studying at community colleges.<sup>15</sup>
- Mobilize international student clubs, visiting international scholars and foreign-based alumni to support recruitment efforts.
- Integrate international students into the mainstream of University life while simultaneously introducing the majority and domestic students to the richness of multicultural experiences and contacts.
- Build on current programs to help new international students transition to the UNT campus, Texas, and the U.S.
- Explore the possibility of developing a Denton host family network of our own, or expansion of existing partnerships with groups such as Global Interact.
- Expand International Week’s cultural programming into the entire academic year.

<sup>14</sup> UNT is currently 53<sup>rd</sup> in the United States, *Open Doors*, 2007.

<sup>15</sup> For some countries, such as Vietnam, more than half of the student visas issued by the US government are for study at a community college.

- Offer international film screenings, arrange TV viewing parties for global sporting events such as the World Cup and Olympics, and explore use of technology linking large events at the Denton campus to activities abroad.
- Organize a parallel fun, non-competitive (and not necessarily athletic), socially based “UNT Olympics.”
- Increase faculty members’ engagement with the global dimensions of their disciplines.
- Bring greater numbers of Fulbright and other funded scholars to campus.
- Exchange graduate student researchers with other labs and research institutions.
- Promote greater UNT faculty participation in Fulbright and other competitive international fellowship programs.

#### Goal Four

UNT-International will bring the University of North Texas to a global audience, expand the University’s global reach, and increase its impact.

UNT-I will work across the University to re-imagine UNT’s service area and mission on a global scale. UNT-I will establish a prioritized target list of countries and regions of highest immediate interest to the University and make those areas the focus of intense, coordinated marketing and development efforts.

- Re-imagine UNT’s service area and mission on a global scale.
- Invest in the University’s global vision.
- UNT-I will establish a priority target list of countries and regions of highest immediate interest to the University and make those areas the focus of intense, coordinated marketing and development efforts. (See Appendix for current list of targets.)<sup>16</sup>
- The list will be necessarily short. Countries on the list will receive the majority of the University’s attention and see the greatest investment of

<sup>16</sup> Not every targeted country will be a focus for every potential type of University international activity. In some countries the emphasis might, for example, be international student recruiting, while in another recruiting efforts are much less intense but new research collaborations are an important focus.



time and money. Countries not on this priority list will not be ignored, but UNT involvement will be more narrowly focused, limited, and not necessarily recurring.

- Re-evaluate the list no less than annually and amend it to reflect environmental changes, political and economic developments, past performance, the emergence of new opportunities, etc.
- Respect, but also re-examine, all of the University's existing international partnerships; revitalizing those consistent with future goals and phasing out those no longer appropriate.
- Ensure all future MOAs and all renewed MOAs conform to the new standard MOA template drafted by UNT's legal department.
- Establish a visible UNT presence on the ground at one location in each major region of strategic interest around the globe.
- A major Chinese presence, probably in the interior of the country, must begin to take root in 2009. As Madeleine Green of ACE recently pointed out,
  - “China cannot afford to send a million students abroad; they are interested in importing education...” In the interior, UNT will have greater success establishing partnerships with leading Chinese universities (the so-called “211 schools”).
  - Other examples might include: IELI in Chang Mai, Thailand; Research Field Station in Puenta Arenas, Chile; Merchandising and Hospitality Management programs in Hong Kong and China; off-shore campus in France; technology, research, and institution building projects in partnership with the Government of Tunisia; hybrid [mixed] face-to-face and online Master of Education degree in Tanzania and Uganda; etc.
  - Eliminate time, distance, and cost as barriers to engagement with UNT.
  - Partner with the Center for Distributed Learning to develop online and other technologically mediated or supported international content, and help make UNT academic content as widely available internationally as possible.

- Collaborate with UNT's Alumni Association to launch and support a limited number of new international alumni chapters in select countries.
- Promote Sister City relationships for Denton and other surrounding communities.
- Make key pages of the UNT-I website available in a variety of target languages.
- Keep web content fresh, current, and correct.
- Emphasize interactive and student-driven features, such as blogs and chats, and incorporate student testimonials via video and/or audio files.

### Goal Five

UNT-International will provide a superior level of performance as it delivers a student-centered international educational experience. UNT-I will be a quality focused, student-centered organization. We will develop our policies and procedures in ways that respect the students' perspective and makes it easy for everyone to work with UNT-I.

- Look at policies and procedures from the student's perspective.
- Make it easy for students and faculty to work with UNT-I.
- Strive for faculty and student satisfaction.
- Establish a standard of excellence and a commitment to first-class service at all times, for all things.
- Design attractive, informative, "client-facing" websites and user-friendly electronic interfaces.
- Listen, provide answers, take ownership of problems, and solve them.
- Maximize the productivity of UNT-I's most valuable asset: its people.
- Get the right people in the right roles. Using the "loose-tight" principle, train people to be the best they can be and nurture their commitment to a common purpose, and then give them the latitude to devise their own strategies for reaching agreed objectives.
- Invest in professional development of employees. Create an environment of perpetual learning.
- Share information, produce good data,

and analyze everything.

- Build a culture of teamwork and shared vision. “Great management teams consist of people who debate vigorously in search of the best answers, yet who unify behind decisions, regardless of parochial interests.”<sup>17</sup>
- Increase funding and create new revenue streams.
- Develop an international grants and contracts capacity.
- Partner with PDI on international training activities.
- Negotiate the ability to retain all surplus generated from UNT-I activities in exchange for a reduced commitment from central budget sources.

## Goal Six

UNT-International will employ consistent and ongoing assessment techniques aimed at measuring outcomes and benchmarking progress. UNT-I will become a data-driven organization. It will establish program-specific processes, quantifiable objectives, and external benchmarks. UNT-I will

establish a culture of assessment and accountability. It will measure, evaluate, and modify its practices to ensure the division’s and the University’s goals are accomplished and learning outcomes are achieved.

- UNT-International will establish a culture of assessment and accountability to successfully monitor the progress in each unit and to ensure that the processes are in place to achieve the division’s and the University’s goals.
- Question everything, re-validate assumptions and past practices, realign resource allocations, and maintain mission-driven focus.
- Take stock of current practices, inventory current activities, partnerships, and agreements; track all University foreign travel and contacts.
- Create the right metrics to better understand, manage, and evaluate each of our activity areas, and collect better, more complete, and timely data regarding learning outcomes, efficiency, effectiveness, participation (numbers, breadth, equity), fiscal performance, sustainability, etc.

<sup>17</sup> Teamwork does not mean finding “consensus” in all things. Consensus tends toward the lowest common denominator, often the opposite of “the best possible answer.” Rather, teamwork means open, candid, two-way communication inside the division and a single coherent and consistent voice when communicating externally.



- International Admissions, Recruiting and the UNT-I main office will comprehensively track inquiries, contacts, applications, admission, yield, retention, and graduation rates for IELI, undergraduate, and graduate students.
- International Recruiting will oversee a “7 Points of Contact” strategy for converting contacts to applicants and applicants to enrolled students. (See Appendix)
- International Admissions will work to steadily improve response time, speed of I-20 issuance, and other aspects of service for international students.
- International Admissions and Recruiting will develop models for predicting national conversion rates from prospect to applicant, applicant to enrolled student, and then translate their findings into prioritized processing of inquiries to ensure maximum yield and that highly competitive applicants and target country nationals are served as fast as possible.
- International Recruiting will develop an annual marketing plan for implementing UNT-I’s targeted international recruitment plan, including a plan for intensifying efforts with international transfer students already enrolled in U.S. community colleges.
- International Recruiting will analyze the impact of all purchased advertising and college fair participation for future recruitment efforts.

# APPENDIX

## UNT Target Countries/Regions for AY 2008-2009

| Country/<br>Region          | IELI<br>Recruiting Only | UNT & IELI Student<br>Recruiting | Exchange/<br>Study Abroad | General Academic<br>Partnerships | Focused<br>Academic<br>Partnerships | I+2+1<br>2+2<br>JOINT/DUAL | Government<br>Partnership | Country<br>Penetration |
|-----------------------------|-------------------------|----------------------------------|---------------------------|----------------------------------|-------------------------------------|----------------------------|---------------------------|------------------------|
| CANADA                      |                         |                                  |                           |                                  |                                     |                            |                           | MED                    |
| CHINA                       |                         |                                  |                           |                                  |                                     |                            |                           | HIGH                   |
| INDIA                       |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| JAPAN                       |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| NEPAL                       |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| SOUTH KOREA                 |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| TAIWAN                      |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| THAILAND                    |                         |                                  |                           |                                  |                                     |                            |                           | MED                    |
| VIETNAM                     |                         |                                  |                           |                                  |                                     |                            |                           | MED                    |
| CHILE                       |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| COSTA RICA                  |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| MEXICO                      |                         |                                  |                           |                                  |                                     |                            |                           | HIGH                   |
| LATIN AM.<br>GENERAL        |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| EUROPE<br>(France)          |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| SCANDINAVIA                 |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| UN. KINGDOM<br>& IRELAND    |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| AFRICA<br>(Tanzania-Uganda) |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| TUNISIA                     |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| SAUDI/MIDEAST               |                         |                                  |                           |                                  |                                     |                            |                           |                        |
| TURKEY                      |                         |                                  |                           |                                  |                                     |                            |                           | MED                    |

# STRATEGIC GOALS

## ONE

Goal One: UNT-International will be the entrepreneurial engine powering and accelerating the University's transformative internationalization.

*UNT-I will help lead the University of North Texas to become a major participant and contributor in the global higher education arena, enhancing its institutional visibility, prestige, reputation, and value as a partner and collaborator.*

## TWO

Goal Two: UNT-International will increase the multiplier effect of UNT's global activities.

*The interests and passions of the faculty are the driving force shaping UNT's international outreach. UNT-I will, in partnership with colleges, schools, departments, and individual faculty, bring greater coherence, improved communication, more effective coordination, and maximum synergy to UNT's large and expanding international portfolio.*

## THREE

Goal Three: UNT-International will bring the world to the University of North Texas.

*UNT-I will help develop in the University's graduates the Three Pillars of Global Competency: International Knowledge, International Skills, and International Attitudes necessary for success in today's globalized economy and interdependent world by working to incorporate an international, interdisciplinary, and multicultural perspective into the fabric of the UNT curriculum and the co-curricular and extra-curricular experiences.*

## FOUR

Goal Four: UNT-International will bring the University of North Texas to a global audience, expand the University's global reach, and increase its impact.

*UNT-I will work across the University to re-imagine UNT's service area and mission on a global scale. UNT-I will establish a prioritized target list of countries and regions of highest immediate interest to the University and those areas the focus of intense, coordinated marketing and development efforts.*

## FIVE

Goal Five: UNT-International will provide a superior level of performance as it delivers a student-centered international educational experience.

*UNT-I will be a quality focused, student-centered organization. We will develop our policies and procedures in ways that respect the students' perspective and we will make it easy for faculty, staff, and students to work with UNT-I.*

## SIX

Goal Six: UNT-International will employ consistent and ongoing assessment techniques aimed at measuring outcomes and benchmarking progress.

*UNT-I will become a data-driven organization. It will establish program specific processes, quantifiable objectives, and external benchmarks. UNT-I will establish a culture of assessment and accountability, it will measure, evaluate, and modify its practices to ensure the divisions and the University's goals are accomplished and learning outcomes achieved.*

# RECRUITING-ADMISSIONS-ENROLLMENT

## “THE 7 POINTS OF CONTACT”

| RESPONSIBILITY   | ACTION   | TIME FRAME   | PURPOSE   |
|--|--|--|---|
| Recruiting Office<br>& Sponsored<br>Students                                       | Varies with initial contact (email, telephone, fair, etc.) and may occur more than once. Objective is a prompt response including a call to action which moves the inquiry along the continuum toward completing an application.<br><br>This step concludes with the handoff to Int'l Admissions and/or Sponsored Students.  | Daily  | Convert Suspect to Prospect,<br>Prospect to Applicant   |
| Int'l Admissions &<br>Sponsored Students   | E-mail acknowledgement to let the applicant know we have received his/her materials and if necessary request further information or documents. The message is upbeat and clearly indicates what happens next and when they will hear from us again.<br><br>E-mail students with incomplete apps -- loveletter. E-mail incompletes after deadline to ask to defer to next term. | Daily<br>With follow-up on regular schedule as necessary<br><br>Weekly   | Show we value the application, reinforce the decision to apply, demonstrate our prompt and courteous approach.<br>They must hear from UNT before they hear from anyone else.  |
| Int'l Student Orgs,<br>Web Developer,<br>Recruiting Office &<br>Sponsored Students | Current UNT-International student profile, ideally from the same country of origin, includes a link to web resources (chat, FAQs, audio podcast and the UNT student's picture). As appropriate or when requested, an opportunity to connect a student with academic department or individual faculty member, too.  | No less than weekly. Batched for scheduled student workers.  | Provide a familiar face and a non-threatening environment to ask questions and seek information. Provide reassurance that UNT is welcoming and experienced in dealing with international students and that others who are similar to the applicant are already here and having a positive experience. |
| Int'l Admissions   | E-mail message. Short and friendly announcing the student's acceptance, offering congratulations, and advising her/him that the I-20 and other official materials have been sent.<br><br>Chat rooms.   | Daily<br><br>Chat room ongoing   | To share the good news before the official materials arrive and to win the race to be the first to accept the student and supply an I-20.   |
| Int'l Admissions   | Mail or shipment of official documents and arrival package.  | Same day as congratulatory E-mail.   | Rapid delivery of I-20.   |
| Welcome Center<br><sup>1</sup> assisted by<br>Service Team                         | E-mail congratulations and offer of assistance (visa interview tips, putting applicant in touch with others on campus, providing housing information, and other forms of assistance).  | Daily, timed to arrive shortly after the applicant receives the I-20.  | Provide a level of personal service and attention most schools do not offer, especially as pertains to visa interview coaching.   |
| Welcome Center<br><sup>1</sup> assisted by<br>Service Team                         | A series of E-mail messages as appropriate from UNT-I, students, clubs, faculty members, orientation leaders, and/or others who can provide assistance, additional info, and a feeling of belonging.   | Fall Applicants - Spring, Bi-monthly, May-August weekly until arrival on campus.<br>Spring applicants - weekly E-mails during the previous Fall. | Reinforce decision to select UNT. Aid particular UNT depts. to secure sufficient new students, avoid buyer's remorse or coldfeet. Start the process of integration and engagement.  |
| Welcome Center<br><sup>1</sup> assisted by<br>Service Team                         | Improving Student Retention <ul style="list-style-type: none"> <li>• Identify at-risk students and help them stay on track to achieve success</li> <li>• Trigger proactive interaction and follow-up with students</li> <li>• Build loyalty to your school by improving the student experience</li> <li>• Engage students with Welcome Center programs</li> </ul>              | Bi-Monthly   |   |

(Footnotes)

1

Service Team is IELI, Welcome Center, Global Learning, Sponsored Students



