



2015-2020 STRATEGIC PLAN

VISION ● SUPPORTED BY GOALS ● BASED ON VALUES

Will enhance the global reputation of the University by integrating international education, research, and engagement on global issues, and by facilitating intercultural understanding for students, faculty, staff, and the greater community.

Create a Globally-Engaged Student Community

Enhance International Academic Reputation

Increase International Research, Development and Creative Scholarship

Enhance Communication and Advance Intercultural Understanding

Increase Funding, Efficiency and Accountability

STRIVE FOR EXCELLENCE

TREAT EVERYONE EQUALLY AND WITH RESPECT

COMMIT TO HIGH ETHICAL STANDARDS

VALUE INTERCULTURAL DIVERSITY

FOCUS ON RESULTS

THINK GLOBAL. THINK TEXAS TECH.

Mission Statement

The Office of International Affairs integrates the global vision of Texas Tech University by fostering international leadership, awareness, education, research, and outreach for the University and the greater community.

Vision Statement

The Office of International Affairs will continue to enhance the global reputation of the University by integrating international education, research, and engagement on global issues, and by facilitating intercultural understanding for students, faculty, staff, and the greater community.

The Office of International Affairs will:

- strive for excellence;
- treat everyone equally and with respect;
- commit to high ethical standards;
- value intercultural diversity; and
- focus on results.

Goals, Assessment Indicators, Objectives, and Strategies

Goal 1: Create a globally-engaged student community: Recruit, admit, retain, and graduate more international and globally-experienced students.

Objective 1.1: Recruit larger numbers of high-achieving international students from select high schools and community colleges in the U.S. and from countries of strategic interest.

Assessment Indicators:

- *Increase international undergraduate enrollment to 1,915 (4,715 for all international students) – with 100 students per year from overseas high schools, 40 students per year from targeted Texas high schools, and 250 students per year from select community colleges.*
- *Participate in 3 international recruiting trips per year to reach, manage and update agents, and to reach students, counselors and advisors.*
- *Determine the viability of offering an English Language Program by 2017.*

Strategy 1.1.1: Increase brand awareness to recruit international students with online and print advertising and social media campaigns, emphasizing TTU's excellent academics, affordability, and international community.

Strategy 1.1.2: Enhance communication with prospects from targeted high schools and community colleges through the recruitment enrollment funnel (from prospect to enrollment.)

- Strategy 1.1.3: Develop professional relationships with Texas high school counselors and community college advisors and keep TTU regional recruiting offices supplied with materials specifically for prospective international freshmen.*
- Strategy 1.1.4: Engage international students at school visits, college fairs, webinars and College Week Live chats and High School Connect.*
- Strategy 1.1.5: Build professional relationships with overseas college admissions counselors and EducationUSA advisors.*
- Strategy 1.1.6: Engage prospective community college students at recruiting events by including recent Dallas-based and Houston-based Texas Tech international alumni who also attended the targeted community college.*
- Strategy 1.1.7: Establish faculty task forces for 5 high priority countries/regions and engage the task force members in planning country-specific recruitment efforts.*
- Strategy 1.1.8: Utilize on-the-ground recruiters to maximize recruitment efforts in targeted countries.*
- Strategy 1.1.9: Explore a partnership with a pathway provider to bring students to Texas Tech University.*
- Strategy 1.1.10: Explore establishing satellite campuses abroad.*
- Strategy 1.1.11: Involve international alumni and other alumni living abroad in recruiting activities.*
- Strategy 1.1.12: Explore offering an accredited English Language Program to academically qualified international students lacking required English proficiency.*

Objective 1.2: Seek new sponsors and sponsored students.

Assessment Indicators:

- *Attend Sponsored Program Administration (SPA) events at the annual Association of International Educators (NAFSA) national conference and identify and assess at least 5 potential sponsoring partners for viability.*
- *Track enrollment of potential sponsored students with a target of 50% successful placement at TTU.*
- *Meet with representatives of academic departments with the largest sponsored student populations at least once per year.*
- *Finalize housing agreement to secure on-campus housing for sponsored students.*
- *Create an Operating Procedure (OP) for International Sponsored Student Programs by the end of FY15.*
- *Go live in TerraDotta for all current, former, and prospective sponsored students by end of fiscal year 2015.*

Strategy 1.2.1: Utilize resources such as EducationUSA and NAFSA to identify and reach out to potential new sponsors.

Strategy 1.2.2: Strengthen existing sponsor relationships to establish new partnerships.

- Strategy 1.2.3: Develop a communication plan to disseminate information specific to sponsored students including pre-arrival information for prospective and incoming students and academic and sponsorship maintenance reminders for current students to encourage matriculation and retention.*
- Strategy 1.2.4: Utilize TerraDotta software to streamline management of sponsored student data.*
- Strategy 1.2.5: Advocate for scholarships to recruit students and sponsors of exceptional caliber.*
- Strategy 1.2.6: Collaborate with Student Business Services to establish processes for the financial management of sponsored student accounts.*
- Strategy 1.2.7: Continue to monitor sponsored students' immigration records and work in tandem with (International Student and Scholar Services (ISSS)) to ensure prompt and accurate immigration processing for sponsored students.*
- Strategy 1.2.8: Provide sponsored student orientation as an integrated component of overall mandatory new student orientation.*
- Strategy 1.2.9: Coordinate with university academic partners to facilitate their understanding of sponsored students.*
- Strategy 1.2.10: Collaborate with ELS to streamline processes for matriculating sponsored ELS students.*
- Strategy 1.2.11: Create an OP for International Sponsored Student Programs to establish consistent processes.*
- Strategy 1.2.12: Work with the Ministry of Education and Training in Vietnam to recruit additional sponsored Ph.D. students to Texas Tech University.*
- Strategy 1.2.13: Review reports of each sponsored student to track their success during their time at Texas Tech.*
- Strategy 1.2.14: Track trends from sponsored student reviews to better understand common issues, barriers to student success, and ways in which we can intervene.*

Objective 1.3: Help international students and the campus comply with government policies and regulations to ensure that these students complete their educational objectives.

Assessment Indicators:

- *All of the high demand areas of ISSS service will be identified and video workshops will be posted online for continuous access by international students and their hosting departments.*
- *Counselors will present workshops for hosting department representatives and students both at the International Cultural Center (ICC) twice yearly and in departments (four annually) to inform this population regarding immigration processes and regulations.*
- *Send ISSS staff to both the regional and national NAFSA conferences and encourage staff participation in educational, networking and leadership opportunities in the association.*

- *ISSS will issue the I-20 document for admitted students within a 24 hour period, after a request is made by Undergraduate International Admissions (UGIA) and after all of the required information and documentation has been provided by the student to UGIA.*

Strategy 1.3.1: Improve the ISSS website, providing user-friendly and technologically up-to-date information and resources for students and their hosting departments to understand the obligations and benefits of their immigration status and to facilitate online processes.

Strategy 1.3.2: Provide educational workshops online and in person to students and their hosting departments regarding non-immigrant regulations and processes.

Strategy 1.3.3: Serve as a liaison and advocate for students with local, state, and federal government agencies (such as the Social Security Administration, the Texas Department of Public Safety, the Department of Homeland Security, the Department of State, and the Department of Labor), directly and through our professional association (NAFSA), regarding processes that impact their life in the US.

Strategy 1.3.4: Remain current with the changes in local, state, and federal government regulations, processes and procedures that impact the lives of our non-immigrant student population through our involvement in training and networking opportunities provided by NAFSA.

Strategy 1.3.5: Work with Undergraduate International Admissions to provide prompt and efficient services for the issuance of the I-20 and DS2019 after the student is admitted and all required documentation is in hand.

Objective 1.4: Promote a campus and community climate that will nurture international student life and learning.

Assessment Indicators:

- *Implement an airport pick-up program each semester before classes begin.*
- *Host one social event during each new international student orientation.*
- *Develop at least two Raider Ready sections per semester specifically for international students.*
- *Develop a calendar that highlights OIA and international student organization events.*
- *Host one international graduation reception per semester.*
- *Sponsor two signature cultural events per year such as the Worldwide Showcase and International Student Pageant.*
- *Develop an international resource center by the end of FY15.*
- *Create an electronic file that documents individual solicitation of case management services from the retention unit in OIA.*
- *Incorporate the results of the International Student Advisory Board's assessment project into an annual report.*

- *Report the results of an exit survey for graduating international students to OIA leadership.*
- *Create the Global Village community engagement program by the end of FY15.*
- *Develop a Raider Buddy program by the end of FY15.*
- *Develop a biannual email campaign to promote international student life by the end of FY15.*
- *By the end of FY16, have a searchable database of international alumni and other alumni living abroad.*

Strategy 1.4.1: Create a mentoring program for international students based on the MentorTech model that focuses on the special concerns of international students and pairs them with an international faculty member or a staff member from OIA.

Strategy 1.4.2: Build a multi-purpose international student outreach center to provide support services for arriving students transitioning into the university and U.S. culture.

Strategy 1.4.3: Create initial support services to meet the specific needs of arriving international students to help their transition to a new culture and to Texas Tech. These services may include an airport pick-up program, a shopping excursion or other activities as needed.

Strategy 1.4.4: Promote the development of student leadership among international students and encourage emerging leaders to engage in campus-wide initiatives by participating in student organizations or the International Student Advisory Board.

Strategy 1.4.5: Sponsor signature events such as the Worldwide Showcase and the International Pageant to highlight international education across campus in a setting that is welcoming to students, faculty, staff and the Lubbock community.

Strategy 1.4.6: Connect international students to support resources and create targeted resources that meet their needs and challenges.

Strategy 1.4.7: Provide support and opportunities to Vietnamese students studying at Texas Tech University to be more engaged in campus life and in the surrounding community.

Strategy 1.4.9: Create a “Global Village” program to aid the integration of international students into the local community.

Strategy 1.4.10: Foster the creation of an International Faculty organization.

Strategy 1.4.11: Engage international alumni and alumni living abroad to nurture current international student life and learning.

Objective 1.5: Increase international opportunities and the number of students benefitting from those opportunities at Texas Tech.

Assessment Indicators:

- *Increase the number of students studying abroad to 4,000 per year.*
- *Offer a minimum of 10 faculty-led programs per year that offer core classes.*

- *Identify 2 appropriate study abroad programs for each major offered on campus.*
- *Offer at least three faculty-led study abroad programs per year that target underrepresented students – such as minorities, students with disabilities, and athletes.*
- *Create specified funding through grants and/or scholarships for underrepresented students.*
- *Submit a monthly article that focuses on study abroad options and stories for the Parent and Family Relations.*
- *Create an online and downloadable Parent Handbook for parents of Study Abroad students.*
- *Establish a permanent Study Abroad presence at a central location on campus.*
- *Have Study Abroad Peer Advisors design t-shirts to wear on campus or in the office.*
- *Recognize Study Abroad students at an event hosted by OIA and at a basketball game.*
- *Invite Academic Advisors to a Study Abroad information session prior to the Spring Study Abroad Fair.*
- *Establish a fund for faculty to develop study abroad programs and develop an application/assessment process to award faculty those funds.*

Strategy 1.5.1: Encourage and assist departments to incorporate study abroad opportunities into their majors by attending faculty meetings to share with them the benefits and logistics of study abroad programs.

Strategy 1.5.2: Target programming for groups such as minority students, students with disabilities, and athletes that will encourage traditionally underrepresented groups to participate in Study Abroad.

Strategy 1.5.3: Provide information to parents so that they are aware of study abroad opportunities and events.

Strategy 1.5.4: Increase the presence of the Study Abroad unit on campus to encourage internationalization.

Strategy 1.5.5: Promote faculty and staff development through workshops and conference attendance.

Strategy 1.5.6: Explore options to lower the cost of faculty-led study abroad programs.

Strategy 1.5.7: Encourage semester-long programs through establishing course equivalencies in all degree plans.

Strategy 1.5.8: Identify programs appropriate for graduate students and promote the importance of study abroad to them.

Strategy 1.5.9: Educate students about undergraduate research-specific financial aid for study abroad by conducting workshops in collaboration with Center for Active Learning & Undergraduate Engagement (CALUE.)

Strategy 1.5.10: Provide opportunities for returned study abroad students to talk about their experiences.

Objective 1.6: Cultivate and leverage existing programs of the Vietnam Center, K-12 Global Education Outreach, International Center for Arid & Semiarid Land Studies (ICASALS), and the TTU Center in Seville to recruit, retain, and graduate more globally-engaged and internationally-experienced students.

Assessment Indicators:

- *Establish a Texas Tech University Independent School District (TTUISD) partner in Seville.*
- *The TTU Center in Seville will create (by Fall 2015) and maintain databases of (1) internship opportunities, (2) host families, (3) Language Assistants, and (4) tutors and conversation partners.*
- *Create a detailed process workbook, contacts list, itineraries and catalog of excursions and field trips for the TTU Center in Seville.*
- *Each fall and spring semester, a member of The TTU Center in Seville staff will visit Lubbock and participate in recruitment activities.*
- *By Fall 2016, the TTU Center in Seville will visit at least five language schools and department chairpersons of the area universities to recruit students for the Master's program in Classical & Modern Languages & Literature (CMLL).*
- *Provide 10 programs for high school juniors and seniors annually to encourage higher education through TTU and participation in Study Abroad.*
- *Send information each year to all department chairs at TTU notifying them of the Vietnam Center Summer Study Abroad program and request that they provide this information to their students.*
- *The Master of Arid Lands (MAL) program will produce at least three graduates per year starting in 2020.*
- *Determine the viability of offering 2 core courses per semester at the TTU Center in Seville by 2016.*

Strategy 1.6.1: The TTU Center in Seville will continue to provide multiple occasions and experiences for integrating with the local community by arranging internship opportunities for Spanish speaking TTU students, placing students with host families, providing Language Assistants in Spanish classes, and providing tutors and conversation partners outside of class.

Strategy 1.6.2: The TTU Center in Seville will continue to arrange excursions and field trips with local and regional companies and institutions.

Strategy 1.6.3: The TTU Center in Seville will promote TTUISD by providing translation of necessary documentation, constructing and analyzing business models for direct involvement and partner association, and contacting prospective partners -- schools, academies, and providers.

Strategy 1.6.4: The TTU Center in Seville will participate in Study Abroad Week, the Study Abroad Fair, and arrange "Seville Nights" among TTU Center

alumni to meet with prospective study abroad candidates to increase student awareness of Study Abroad opportunities in Seville.

Strategy 1.6.5: The TTU Center in Seville will facilitate the ongoing discussions between the Edward E. Whitacre Jr. College of Engineering and the E.T.S. de Ingenieros of the Universidad de Sevilla in such areas as college-to-college agreements and the recruitment of post-graduate students.

Strategy 1.6.6: The TTU Center in Seville will approach the various language schools and departments of the area universities in and around Seville for post-graduate candidates for CMLL, and facilitate connection between TTU colleges and departments with Spanish counterparts.

Strategy 1.6.7: Facilitate interaction with schools, universities, and government entities in Vietnam to recruit more Vietnamese students to Texas Tech University.

Strategy 1.6.8: Expand and promote the Vietnam Center and Archive Summer Study Abroad in Southeast Asia Program to include more students from a wider range of colleges and departments at Texas Tech University.

Strategy 1.6.9: Develop and highlight K-12 Global Education Outreach (GEO) programs for high school juniors and seniors that focus on Study Abroad and degree programs offered by the University.

Strategy 1.6.10: Promote the Master of Arts in International Affairs to encourage International Baccalaureate high school students to attend the University.

Strategy 1.6.11: Explore options for revitalizing the MAL program and making it an attractive, interdisciplinary, arid lands oriented program for both domestic and international graduate students.

Strategy 1.6.12: The TTU Center in Seville will explore offering core courses on a regular basis during the semester to encourage greater participation in its program.

Objective 1.7: Explore offering through OIA a Certificate or Minor at the undergraduate level to prepare globally competent graduates.

Assessment Indicators:

- Decide by Fall 2015 whether a undergraduate Certificate or Minor to prepare globally competent graduates will be pursued or not.

Strategy 1.7.1: Discuss with Deans and Associate Deans of each academic college the efficacy of this program.

Strategy 1.7.2: Seek the support of academic colleges to establish a curriculum and develop a mechanism to offer the program to interested students beginning Fall 2016.

Goal 2: Enhance International Academic Reputation: Establish international collaborations to promote faculty and academic excellence.

Objective 2.1: Facilitate student mobility between Texas Tech University and other countries via cooperative degree programs with highly-regarded domestic and international partners.

Assessment Indicators:

- *Hold a quarterly meeting of the task force of each priority country.*
- *Create 6 cooperative degree programs such as Dual, Joint, and articulation agreements with international partner institutions.*
- *Visit 2 priority countries per year to build relationships for cooperative degree programs.*
- *Send 50 students per year on semester exchange programs.*
- *Identify at least three universities in Vietnam to develop cooperative degree programs.*

Strategy 2.1.1: Establish a faculty task force for priority countries/regions that will utilize the international connections and expertise of the task force members to develop cooperative partnerships.

Strategy 2.1.2: Utilize relationships with international partners to establish new cooperative degree programs.

Strategy 2.1.3: Create 3 new viable student exchange programs with highly regarded international partner universities.

Strategy 2.1.34: Ensure departmental/college buy-in for international agreements by creating an approval memo process.

Strategy 2.1.5: Coordinate with the Vietnam Center and Archive to identify universities in Vietnam to help develop cooperative degree programs with departments and colleges at Texas Tech University.

Strategy 2.1.6: Explore options to create international partnerships through the MAL program.

Objective 2.2: Strengthen faculty professional development through international exchange and scholarly cooperation with global institutional partners.

Assessment Indicators:

- *Disseminate information to TTU faculty and international partners about funding opportunities for scholarly exchange.*
- *Receive funding for at least 15 new scholars through the Borlaug and similar fellowship programs (average of 3 per year.)*
- *Establish an incentive fund to make available \$50,000 per year to host international scholars.*
- *Host at least five international colleagues per year.*

- *Hold at least two seminars and presentations each year during which foreign colleagues will present information on opportunities for research collaboration.*
- *The TTU Center in Seville will sponsor at least fifteen meetings, guest lectures and collaborative classrooms with local university faculty, and attend all APUNE (Association of North American University Programs in Spain) national and regional meetings.*

Strategy 2.2.1: Encourage TTU faculty to apply for Fulbright and similar opportunities by disseminating information and assisting with the application process.

Strategy 2.2.2: Encourage international faculty at priority institutions and elsewhere to apply for Fulbright and similar opportunities to fund sabbaticals and post-doc opportunities at TTU.

Strategy 2.2.3: Encourage TTU faculty to host international faculty for sabbaticals and post-doc opportunities by continuing to apply for Borlaug and similar programs that bring international scholars to TTU with outside funding.

Strategy 2.2.4: Offer a matching incentive program for TTU colleges and departments to sponsor travel of TTU scholars abroad and to host international scholars.

Strategy 2.2.5: Provide information to Texas Tech University colleges and departments periodically regarding opportunities for scholarly exchange with universities and faculty at universities in Vietnam.

Strategy 2.2.6: Leverage the existing programs of the Texas Tech Center in Seville, and strengthen relationships with local universities through meetings, guest lectures, collaborative classrooms, and participation in APUNE meetings.

Strategy 2.2.7: Explore the establishment of short-term international scholar housing to facilitate their ability to engage with TTU faculty.

Objective 2.3: Support the ability of Texas Tech to hire and retain highly qualified international faculty by providing expert service related to immigration processes.

Assessment Indicators:

- *ISSS will move all of its J-1 scholar process requests from paper to online forms.*
- *Identify all of the high demand areas of ISSS service and post video workshops online for 24/7 access by international scholars and their hosting departments.*
- *Counselors will present workshops for hosting department representatives and scholars both at the ICC (twice yearly) and in departments (four annually) to inform this population and their hosting departments of immigration processes and regulations.*
- *Send ISSS staff to both the regional and national NAFSA conferences and encourage staff participation in educational, networking and leadership opportunities in the association.*

- *ISSS will meet all international non-immigrant faculty and staff candidates during their on campus interviews.*

Strategy 2.3.1: Improve the ISSS website, providing user-friendly and technologically up-to-date information and resources for scholars and their hosting departments to understand the obligations, processes, and benefits of their immigration status and to facilitate online processes.

Strategy 2.3.2: Provide educational workshops online and in person to scholars and their hosting departments regarding non-immigrant regulations and processes.

Strategy 2.3.3: Serve as a liaison and advocate for scholars and their hosting departments with local, state, and federal government agencies such as the Social Security Administration, the Texas Department of Public Safety, the Department of Homeland Security, the Department of State, and the Department of Labor directly and through our professional association (NAFSA), regarding processes that impact their life in the US.

Strategy 2.3.4: Remain current with the changes in local, state, and federal government regulations, processes and procedures that impact the lives of our non-immigrant scholar population through our involvement in training and networking opportunities provided through our professional association.

Strategy 2.3.5: Work collaboratively with the academic departments in their efforts to recruit outstanding international non-immigrant faculty and staff by participating in the on campus interviews of candidates to highlight the immigration services provided through our office.

Goal 3: Increase International Research, Development and Creative Scholarship: Enhance our global reputation for the discovery and application of knowledge.

Objective 3.1: Strengthen research and development collaborations with international universities and agencies.

Assessment Indicators:

- *Highlight faculty research awards, funding opportunities, and international research news, and maintain current research webpage with up-to-date information, research announcements, and map of collaborations.*
- *Develop key research partnerships with 10 highly-regarded universities in 5 high priority countries.*
- *Host 3 representatives from funding agencies per year.*
- *Visit 2 international funding agencies and foundations per year.*
- *Attend at least 2 yearly conferences with funding agency representatives (ex. International Research Pathways Conference, University of South Florida.)*
- *By February 2015, and annually thereafter, the TTU Center in Seville will provide the listing of current research projects at the Escuela de Estudios Hispano-Americanos (EEHA) to the International Research and Development division for*

- circulation among departments and faculty at TTU to seek points of mutual interest and collaboration.*
- *Coordinate with no fewer than five academic departments and/or colleges at TTU each year and help them make contact with relevant programs in Vietnam.*
- Strategy 3.1.1: Update international research webpage to create a more dynamic setting for research resources.*
- Strategy 3.1.2: Meet representatives from funding agencies and foundations to learn about potential funding opportunities and build relationships. Bring representatives of such agencies to the TTU campus to inform faculty about opportunities and procedures.*
- Strategy 3.1.3: Leverage Vietnam Center and Archive relationships with universities and government entities in Vietnam to expand research opportunities with departments and colleges at Texas Tech University.*
- Strategy 3.1.4: Leverage the TTU Center in Seville's relationships with the Escuela de Estudios Hispano-Americanos (EEHA) to expand research opportunities with departments and colleges at Texas Tech University.*
- Strategy 3.1.5: Establish an Advisory Board for ICASALS and the International Research and Development Division and engage the members of the advisory boards in planning of research and development efforts.*

Objective 3.2: Facilitate the development of multi-investigator, multi-disciplinary, and multi-institutional international research teams and development programs and increase external funding for international research and development.

Assessment Indicators:

- *\$5 million in external funding for international research and development per year by 2020.*
- *Attend departmental faculty meetings to promote grant facilitation services.*
- *Build 5 Networks of Research Excellence such as Geographical Information System, Food Security, Arid & Semi-Arid Land Studies, and Public Health and facilitate networking efforts of participating researchers.*
- *Work with the Office of Vice President for Research (OVPR) to strategically target funding agencies and programs.*
- *Visit 2 universities per year with proven international success (ex. Michigan State University, Kansas State University, Oklahoma State University) to learn best-practices and explore potential collaborations.*
- *Host 5 guest university speakers per year to discuss research and collaboration.*
- *Develop an on-line database that tracks international expertise of TTU faculty by the end of fiscal year 2015*
- *Hold one student poster competition per year highlighting international research and development, starting in 2015.*

Strategy 3.2.1: Provide support to facilitate the preparation and submission of international research and development grant proposals to pursue external funding.

Strategy 3.2.2: Identify targeted long-term funding strategies and identify and build a Network of Research Excellence in anticipation of funding opportunities.

Strategy 3.2.3: Establish research collaborations with U.S. universities with proven international success.

Strategy 3.2.4: Create a database of faculty expertise and international experience to use for creating multi-disciplinary research teams and as a resource for faculty to identify research collaborators.

Strategy 3.2.5: Develop an undergraduate and graduate international research poster competition.

Objective 3.3: Increase the capacity of Texas Tech University faculty to engage in international research, development, and creative scholarship.

Assessment Indicators:

- *Establish a \$25,000 per year seed grant program incentivizing faculty to develop and secure sponsored funding for international research and development by the end of fiscal year 2015.*
- *Disseminate monthly funding alerts and international research news.*
- *Initiate a bimonthly lecture series with TTU and HSC faculty as guest speakers.*
- *Host an international research conference every other year starting 2017.*
- *Establish an annual, university-wide awards program by Fall 2015 for outstanding international scholarship of faculty and students.*
- *Initiate a poster session and competition by Fall 2015 to showcase international scholarship of faculty during International Week.*

Strategy 3.3.1: Offer an annual “seed grant” competition to help faculty (with an emphasis on new faculty) start international collaborations.

Strategy 3.3.2: Improve communications about international funding by disseminating monthly funding alerts to the university community.

Strategy 3.3.3: Participate in webinars and conference calls hosted by funding agencies and publish information on the IRDD webpage.

Strategy 3.3.4: Offer bimonthly lecture series with TTU and Health Sciences Center faculty on current international research activities.

Strategy 3.3.5: Conduct research into international research opportunities in Vietnam and provide information to departments and colleges at Texas Tech University.

Strategy 3.3.6: Develop a mechanism to utilize the expertise of TTU faculty with strong existing international relationships and international TTU alumni to identify and pursue opportunities in other countries.

Strategy 3.3.7: Incentivize the international scholarship of faculty and students by highlighting their work during International Week.

Objective 3.4: Use the relationships and stature of ICASALS to foster existing and create new opportunities for scholarship of arid environments and their people, both domestically and abroad.

Assessment Indicators:

- *ICASALS will participate each year in at least one national and one international professional meeting devoted to water- and arid land-related topics.*
- *ICASALS will present or support at least one scientific talk each year that focuses on water-related or arid land issues.*
- *Annual visits to at least two arid countries.*
- *Maintain at least one active project with each priority country during any given year.*

Strategy 3.4.1: ICASALS will help coordinate the various on-campus water centers and other relevant activities and act as a focal point for water- and arid lands-related work, both locally and abroad, and help publicize the position of TTU as a leader in this area.

Strategy 3.4.2: Foster and enhance existing relationships with Ethiopian universities and create new ones by being a point-of-contact for TTU faculty.

Strategy 3.4.3: Identify five priority arid countries and create viable scholarly collaborations with colleagues there.

Goal 4: Enhance Communication and Advance Intercultural Understanding: Foster awareness through outreach activities aimed at the University and the greater community

Objective 4.1: Educate the Texas Tech University community about the Office of International Affairs' activities and services.

Assessment Indicators:

- *Keep an OIA Webmaster on the payroll at all times.*
- *Publish three OIA e-newsletters per year.*
- *Utilize TechAnnounce to promote the international event offerings at OIA every month.*
- *Design a social media campaign for the annual Open House to advertise the event.*
- *Promote at least two OIA Community Outreach events per month with local media sources.*
- *Videotape speakers who give presentations at ICC whenever possible and post on OIA website.*
- *Publicize the contributions of international scholars 4 times a year.*
- *Revitalize the Global Vision Award program to annually recognize international activities at Texas Tech University.*

Strategy 4.1.1: Keep the OIA website current and populated with relevant information.

- Strategy 4.1.2: Publish an electronic newsletter and circulate it among the Texas Tech University community.*
- Strategy 4.1.3: Utilize local media resources such as TechAnnounce, Daily Toreador, AJ, Lubbock Online, Lubbock morning news programs/TV, email, newsletter, and the OIA website to promote OIA events and news.*
- Strategy 4.1.4: Create informational video clips for the OIA website that highlight key functions of the office and staff.*
- Strategy 4.1.5: Provide training on-site to departments and students regarding the services provided through OIA.*
- Strategy 4.1.6: Introduce up-to-date content to the website highlighting the services provided by OIA to international students, scholars, their hosting departments, and various administrative offices.*
- Strategy 4.1.7: Conduct roundtable discussions with campus units to educate them about our services and the special needs of international students.*
- Strategy 4.1.8: Hold an annual Open House for other campus units.*
- Strategy 4.1.9: Promote the contributions of visiting international scholars to the TTU campus and the community.*
- Strategy 4.1.10: Inform TTU international alumni and other alumni living abroad about OIA activities through an ongoing outreach campaign.*
- Strategy 4.1.11: Highlight international activities of TTU personnel through an awards program.*

Objective 4.2: Expand outreach services and opportunities to foster intercultural understanding and enrich the quality of life for our students and communities.

Assessment Indicators:

- *ICASALS will present or support at least one public talk each year that focuses on water-related issues of broad interest to the community.*
- *Create at least one U.S. cultural event per semester that introduces a unique cultural experience for international students.*
- *Offer at least 8 art exhibits with international themes in the ICC galleries annually.*
- *Host at least 4 speakers to address topics of international interest each year.*
- *The Vietnam Center and Archive will host at least three speakers each year who will address topics related to the Vietnam War and/or Southeast Asia.*

- Strategy 4.2.1: ICASALS will present or support public talks of broad interest to the community that focus on water-related issues*
- Strategy 4.2.2: Increase the number of partnerships with TTU departments, local businesses, school districts, and community organizations to develop outreach programming*
- Strategy 4.2.3: Increase attendance at international exhibits, performances, and speaking events offered by Community Outreach.*
- Strategy 4.2.4: Increase the number of international student organization events held at the International Cultural Center by highlighting cultural celebrations.*

Strategy 4.2.5: Collaborate with community organizations to foster international student participation in community service events.

Strategy 4.2.6: Provide high-quality speakers and presentations that promote intercultural understanding and awareness of international issues as they relate to Vietnam and Southeast Asia.

Objective 4.3: Foster knowledge of international issues, broaden intercultural understanding, and encourage the pursuit of higher education among K-12 students.

Assessment Indicators:

- *Promote at least one K-12 GEO event per month through local media sources.*
- *Develop and publish K-12 GEO videos for the OIA website by July 2015.*
- *Identify and build professional relationships with at least 3 new partnerships for Community Outreach and K-12 GEO programming (2 TTU/1 community) annually.*
- *K-12 GEO and International Outreach will collaborate to provide at least 2 events annually at the ICC (Dia de los Muertos and GREEN award).*
- *K-12 GEO and Office of Community Engagement will collaborate to offer at least 10 community outreach programs annually.*
- *Identify and collaborate with at least 1 new teacher from ELAR, Math, Science, and Fine Arts in each of the Lubbock school districts (LISD, Cooper, Frenship) annually.*
- *Provide at least 6 “On the Road” programs for secondary campuses annually.*
- *Coordinate distance learning opportunities with at least 4 classrooms in rural districts within Region 17 annually.*
- *Collaborate with ICASALS to develop a “Sister School” program with Roscoe Wilson (1 grade level or class) providing at least 2 opportunities for cultural exchange through the use of technology or through pen pals by May 2015.*
- *Offer 6 classes for K-12 GEO Summer Youth Camp.*
- *Develop and offer at least 2 professional development opportunities for teachers annually.*
- *K-12 GEO will invite international students to participate in at least 10 outreach programs with local school districts annually.*

Strategy 4.3.1: Increase the number of programs offered through K-12 GEO’s partnership with the Office of Community Engagement focusing on cultural understanding, the transition from high school to college, and opportunities offered by the University

Strategy 4.3.2: Increase collaboration with local school districts (LISD, Cooper, Frenship) extending beyond social studies departments to include more interactions with Science, English-Language Arts and Reading, Math, and Fine Arts.

Strategy 4.3.3: Increase the number of “On the Road” programs offered to local middle and high school classrooms

Strategy 4.3.4: Utilize technology to deliver programs (distance learning opportunities) to outlying rural school districts in Region 17

Strategy 4.3.5: Work with ICASALS to develop “Sister Schools” programs for campuses in LISD that will utilize technology to connect local students with international students for purposes of cultural exchange.

Strategy 4.3.6: Increase the number of classes offered during Summer Youth Camp.

Strategy 4.3.7: Increase the number of professional development opportunities that focus on building cultural understanding and content knowledge for classroom application to teachers within Region 17.

Objective 4.4: Gain regional, national and international recognition for individual and collective efforts toward internationalization.

Assessment Indicators:

- *At least one OIA staff completes NAFSA or Forum on Education Abroad training or certificate program annually*
- *At least one OIA staff to present a session or workshop at the NAFSA or Forum on Education Abroad national or the NAFSA regional conference annually.*
- *Complete the application for the 2016 Paul Simon Award.*

Strategy 4.4.1: Present sessions and workshops at the NAFSA regional and national conferences, or the Forum on Education Abroad national conference.

Strategy 4.4.2: Nominate Texas Tech University for the Paul Simon Award.

Strategy 4.4.3: Promote participation in NAFSA and Forum on Education Abroad training/certificate programs.

Goal 5: Increase Funding, Efficiency, and Accountability: Optimize resource allocation for programs, scholarships, recruitment, retention, research collaborations, and related international activities and enhance performance.

Objective 5.1: Significantly increase the Office of International Affairs’ endowments for scholarships, academic programs, student activities, faculty support, and outreach programs.

Assessment Indicators:

- *\$5 Million scholarship endowment.*
- *Submit at least 2 proposals for K-12 GEO funding annually.*
- *Develop a K-12 grant partnership with at least 1 TTU academic department annually.*
- *Continue to submit a grant proposal to the CH Foundation for international outreach activities annually.*
- *Host an international alumni reunion every year starting 2016.*

Strategy 5.1.1: Utilize the services of a dedicated development officer for an aggressive fundraising campaign.

Strategy 5.1.2: Increase the number of grant proposals submitted to foundations for K-12 GEO.

Strategy 5.1.3: Explore grant opportunities for international outreach activities.

Strategy 5.1.4: Engage international alumni in fundraising.

Objective 5.2: Minimize risks associated with international activities; assist in structuring partnerships, teaching and research projects that are safe and ethical.

Assessment Indicators:

- *Develop and maintain up-to-date Safety and Emergency Advisory Handbook for the TTU Center in Seville.*
- *Become a member of ISEP.*
- *Have an emergency action plan prepared by the end of FY15.*
- *Have the OP on ethical international behavior and scientific conduct prepared by the end of FY15.*

Strategy 5.2.1: Author an OP on ethical international behavior and scientific conduct.

Strategy 5.2.2: Join and actively participate in Study Abroad consortia such as the International Student Exchange Programs (ISEP), the University Study Abroad Consortium (USAC), and the Association of American Programs in Spain (APUNE).

Strategy 5.2.3: Prepare an emergency action plan for possible events involving international students including financial, medical, death of a student, and political upheaval in the student's home country.

Objective 5.3: Utilize up-to-date technology and streamlined processes to improve services and efficiency.

Assessment Indicators:

- *Move all of F-1 and J-1 student process requests from paper to online forms.*
- *Place all award descriptions, procedures, and a record of recipients on the OIA website by the end of FY15.*
- *Develop an inventory of all OIA technology, including at the TTU Center in Seville, by the end of FY15 and keep it updated.*

Strategy 5.3.1: Institute paperless processes, where possible, to eliminate waste and maximize efficiencies.

Strategy 5.3.2: Explore uniformity in technology use by considering software (such as TerraDotta) for Study Abroad, Sponsored Students, and ISSS.

Strategy 5.3.3: Assess needs to modernize technology (hardware as well as software) each year and invest resources as necessary.

Strategy 5.3.4: Streamline all scholarship and incentive programs of OIA by developing and maintaining written processes and guidelines.

Objective 5.4: Form effective Advisory Boards for the OIA and its units and utilize member feedback to help improve long-term goals and objectives.

Assessment Indicators:

- *By March 15, 2015, finalize Advisory Boards for the OIA, the International Research and Development Division (IRDD), the Vietnam Center, the TTU Center in Seville, and the K-12 Global Education Outreach unit.*
- *Organize meetings of each Advisory Board at least once each year starting in 2015.*

Strategy 5.4.1: Form an OIA Advisory Board, share with the board members the OIA 2015-2020 Strategic Plan, and solicit their input for revisions.

Strategy 5.4.2: Utilize the expertise of the OIA Advisory Board members to continually engage with relevant stakeholders, increase the visibility and reach of the OIA, and increase fundraising.

Strategy 5.4.3: Engage Advisory Boards for the IRDD, Vietnam Center, TTU Center in Seville, and K-12 Global Education Outreach with ongoing activities, and solicit their input to plan new activities.

Strategy 5.4.4: Meet with each Advisory Board at least once per year, share with them the annual assessment reports for the relevant unit, solicit regular feedback about ongoing activities, and revise the Strategic Plan accordingly.

Objective 5.5: Utilize an annual budget model for each division of the Office of International Affairs to maximize fiscal performance.

Assessment Indicators:

- *Complete budgeting of OIA operations by May 1st of each year.*
- *Develop clearly defined protocol for authorizing expenditures by June 1st of 2015.*

Strategy 5.5.1: Establish annual budgets for each division and unit of OIA to better align revenues and expenses.

Strategy 5.5.2: Develop transparent, well-defined, and objective procedures to maximize fiscal performance.