# TEXAS TECH UNIVERSITY
## Office *of* International Affairs™

# A Path To 2025 | Strategic Plan

# THINK GLOBAL
# THINK TEXAS TECH

# TEXAS TECH UNIVERSITY OFFICE OF INTERNATIONAL AFFAIRS
## A PATHWAY to 2025 | STRATEGIC PLAN

### Mission Statement

The Office of International Affairs advances the global vision of Texas Tech University by promoting international leadership, education, scholarship, outreach, and awareness for the University and the broader community.

### Vision Statement

The Office of International Affairs will expand the global footprint of the University by integrating international education, scholarship, and engagement with global issues, and by strengthening intercultural understanding for students, faculty, staff, and the broader community.

### The Office of International Affairs will:
- strive for excellence;
- treat everyone equally and with respect;
- foster a safe and inclusive environment for all;
- commit to high ethical standards and efficient use of resources; and
- value cultural diversity.

# Strategic Priority

*Provide student mobility opportunities and services that facilitate and promote intercultural understanding.*

**Goal 1.1:** Recruit, admit, and retain high-achieving international students.

**Strategy 1.1.1:** Develop International Student Life (ISL) and International Student Council (ISC) social media presence, as well as ISL website pages.

**Strategy 1.1.2:** Participate in recruitment fairs at targeted locations.

**Strategy 1.1.3:** Organize in-person and online presentations to select audiences.

**Strategy 1.1.4:** Create a comprehensive marketing campaign for prospective international students that emphasizes academics, research, student life, and affordability.

**Strategy 1.1.5:** Partner admitted students with an International Student Ambassador.

**Strategy 1.1.6:** Work with colleges and academic departments to disseminate accurate information regarding specific majors, departmental scholarships, and other program-specific material to prospective international students.

**Strategy 1.1.7:** Maintain relationships with domestic and international institutions.

**Strategy 1.1.9:** Build relationships and promote programs that retain high achieving students.

**Strategy 1.1.9:** Cross-train admissions and recruiting staff to streamline processes and improve efficiency.

**Strategy 1.1.10:** Utilize RECRUIT CRM to monitor and measure the effectiveness of recruiting and admissions practices.

**Goal 1.2:** Increase access to international education experiences for all student populations at Texas Tech University.

**Strategy 1.2.1**: Facilitate international agreements offering student mobility programs.

**Strategy 1.2.2:** Include student-centered activities in TTU International Week.

**Strategy 1.2.3:** Offer signature outreach events during the year to attract all student populations (Holi, Lunar, etc.).

**Strategy 1.2.4:** Collaborate with faculty to determine which programs abroad are most appropriate for the degree plans and professional pursuits of the students within their departments.

**Strategy 1.2.5:** Reach a wider audience with basic information about study abroad.

**Strategy 1.2.6:** Develop additional resources that serve Hispanic heritage students as well as their families.

**Strategy 1.2.7:** Strengthen existing campus partnerships with student support offices.

**Strategy 1.2.8:** Assess current Study Abroad recruitment initiatives and research new strategies.

**Strategy 1.2.9:** Maintain consistency, communication, and cooperation between internal units and partnering campus units that serve study abroad students.

**Strategy 1.2.10:** Provide appropriate advising under a developmental model that empowers prospective study abroad students to select academically appropriate and professionally relevant international programs.

**Strategy 1.2.11:** Research additional grant and scholarship funding opportunities available to study abroad students.

**Strategy 1.2.12:** Develop a social media presence for Study Abroad and The Texas Tech University Center in Sevilla.

**Strategy 1.2.13:** Increase visibility of The Texas Tech University Center in Sevilla at the university and local level.

**Strategy 1.2.14:** Research the possibility of expanding semester course offerings at The Texas Tech University Center in Sevilla.

**Strategy 1.2.15:** Examine the viability of establishing a Study Abroad Center in Costa Rica in collaboration with TTU-Costa Rica Campus.

# Selected Initiatives

## Texas Tech University-Costa Rica:

*Opening in the fall of 2018, TTU-CR will offer degree programs to students in Central America, expand study abroad and internship opportunities for main-campus students, and provide opportunities for research collaborations with multi-national companies in Costa Rica.*

## The TTU Center in Seville:

*Texas Tech University in Sevilla, Spain offers students the opportunity to take catalog Texas Tech classes taught by Texas Tech faculty. Classes are regularly offered in Spanish and Engineering, with other courses taught depending on the visiting faculty. The Center has a permanent staff as well as faculty that travel from Lubbock to Sevilla every semester (fall, spring, and summer).*

| Benchmarks | 2016 | 2017 | 2018 Target | 2020 Target | 2025 Target |
|---|---|---|---|---|---|
| International Students Enrolled (Fall) | 3,103 | 3,084 | 3,800 | 4,500 | 5,000 |
| International Undergrad Enrollment(Fall) | 1,523 | 1,611 | 2,000 | 2,600 | 3,000 |
| Sponsored Students | 314 | 241 | 250 | 350 | 500 |
| International Activities at the SUB | 0 | 2 | 5 | 5 | 5 |
| Students Studying Abroad (Calendar Year) | 1,379 | 1,328 | 1,600 | 2,000 | 2,500 |
| Study Abroad Students of Color (%) | 19% | 16% | 18% | 20% | 40% |
| Study Abroad Students - Women (%) | 46% | 45% | 47% | 50% | 50% |
| Study Abroad Students - First Generation | n/a | 4% | 5% | 8% | 10% |
| Study Abroad Students - Sevilla Center | 430 | 406 | 472 | 500 | 535 |

TEXAS TECH UNIVERSITY
Office *of* International Affairs

# Strategic Priority

*Establish international collaborations to promote academic excellence and increase international research, development, and creative scholarship.*

**Goal 2.1:** Collaborate with international institutions and other entities that strengthen faculty research, development, creative scholarship, and faculty professional development.

> **Strategy 2.1.1:** Build partnerships by visiting international funding agencies and universities.
>
> **Strategy 2.1.2:** Build relationships and identify mutual areas of interest with representatives of international institutions by hosting them at Texas Tech University.
>
> **Strategy 2.1.3:** Inform TTU faculty about international research opportunities through regular Funding Alerts and periodic informational meetings.
>
> **Strategy 2.1.4**: Encourage and assist TTU faculty in hosting international faculty for sabbaticals and post-doc opportunities.
>
> **Strategy 2.1.5:** Apply for outside funding that supports programs to bring international scholars to TTU.
>
> **Strategy 2.1.6:** Develop and maintain a comprehensive website for all Fulbright activities and opportunities.
>
> **Strategy 2.1.7:** Disseminate information about the Fulbright application process and similar opportunities to faculty.
>
> **Strategy 2.1.8:** Assist faculty with the Fulbright application process.

**Goal 2.2:** Facilitate the development and submission of multi-disciplinary international research proposals.

> **Strategy 2.2.1:** Assist in the development and submission of international multi-disciplinary research and development grant proposals for external funding.
>
> **Strategy 2.2.2:** Identify targeted long-term funding strategies and form research teams in anticipation of funding proposal notices.
>
> **Strategy 2.2.3:** Recruit faculty in diverse fields to apply for seed grants to start international research collaborations likely to lead to external funding.

**Goal 2.3:** Facilitate the establishment of academic collaborations that offer dual, joint, or transfer degree programs.

> **Strategy 2.3.1:** Coordinate with colleges and departments to establish new academic collaborative degree and transfer programs with international partners.
>
> **Strategy 2.3.2:** Identify strategic partners with common areas of interest to develop and implement academic collaborative degree and transfer programs.
>
> **Strategy 2.3.3:** Develop transfer articulation programs with community colleges located internationally.
>
> **Strategy 2.3.4:** Identify potential international partners to develop and implement academic collaborations such as 3+x programs.

| Benchmarks | 2016 | 2017 | 2018 Target | 2020 Target | 2025 Target |
|---|---|---|---|---|---|
| Amount of Sponsored Funding | $585 K | $427K | $1.5M | $2.5M | $5M |
| International Funding Agency Visited | 9 | 2 | 4 | 4 | 4 |
| Campus Presentations to Promote Grant Facilitation | 8 | 3 | 4 | 4 | 4 |
| Seminars and Presentations for International Faculty and Staff | 2 | 2 | 2 | 2 | 2 |
| Funding Alerts Circulated | 12 | 12 | 12 | 12 | 12 |
| Research Related Talks Presented to Faculty per Year | 4 | 4 | 4 | 4 | 4 |
| Scholarships Received Through Sponsored Fellowships | 7 | 2 | 5 | 5 | 5 |
| Establishment of Research Teams and Networks | 1 | 2 | 3 | 4 | 4 |
| IRDD Seed Grants Awarded | 10 | 11 | 10 | 10 | 10 |
| Number of Cooperative Degree Programs Established | 3 | 1 | 1 | 2 | 4 |
| 3+x Model Expanded to Academic Programs | n/a | n/a | 4 | 8 | 10 |

# Selected Initiatives

## Global Roundup:

*This lecture series highlights current international research in order to facilitate interdisciplinary research collaborations, networks, and disseminate research opportunities and information to faculty.*

## TTU-FAPESP Sprint Program:

*Texas Tech and the São Paulo Research Foundation have partnered to offer joint funding for research projects promoting new scientific and technological collaboration between researchers from Texas Tech University and from the State of São Paulo, Brazil.*

# Strategic Priority

*Integrate global perspectives into the academic experiences of students, faculty, staff, and the broader community.*

**Goal 3.1:** Facilitate curricular opportunities that develop globally competent and inclusive campus communities.

> **Strategy 3.1.1:** Work with academic departments to determine credit equivalencies for international coursework.
>
> **Strategy 3.1.2:** Create marketing materials for all program types that emphasize study abroad programs best suited to specific departments/Colleges across campus.
>
> **Strategy 3.1.3:** Implement a comprehensive curriculum integration plan for Study Abroad.
>
> **Strategy 3.1.4:** Collaborate with the Center for Global Communication to develop global competence training for faculty and staff.
>
> **Strategy 3.1.5:** Facilitate the integration of internationally-themed learning opportunities into the curriculum.

**Goal 3.2:** Facilitate co-curricular opportunities that develop globally competent and inclusive communities.

> **Strategy 3.2.1:** Provide professional development opportunities for OIA staff.
>
> **Strategy 3.2.2:** Explore offering internationally-themed classes for the community through OLLI, TTU faculty and scholars, and guest speakers.
>
> **Strategy 3.2.3:** Develop and implement internationally-themed learning opportunities for K-12 teachers and students.

# Selected Initiatives

## International Week:

*The OIA, along with the TTU community, celebrates the diverse cultures and international accomplishments of the campus during a week-long celebration. Events include internationally-themed lectures, exhibits, performances, and student-centered activities.*

## Ambassador Forum:

*This annual forum hosted by the American Academy of Diplomacy, the Center for Global Understanding, and the OIA features a panel discussion by former ambassadors to offer different perspectives on foreign policy gained from more than 100 years of combined foreign service experience.*

| Benchmarks | 2016 | 2017 | 2018 Target | 2020 Target | 2025 Target |
|---|---|---|---|---|---|
| International Syllabi Pre-Approved for Study Abroad Credit | 4,212 | 5,397 | 7,000 | 8,500 | 1,450 |
| Study Abroad Program Courses Fulfilling Core or General Education Requirements | 33 | 47 | 60 | 100 | 150 |
| Major Degree Guides which Incorporate Study Abroad | 14 | 14 | 14 | 45 | 100 |
| "Lunch-and-Learn" Staff Training Seminars | 0 | 0 | 2 | 2 | 2 |
| Pre/Post Online Resources for K-12 Program | 20 | 22 | 65 | 80 | 90 |
| International Activities at the SUB | 0 | 2 | 5 | 5 | 5 |
| K-12 Programs Offered Annually | 10 | 11 | 11 | 13 | 15 |
| New Campus/Community Collaborations Annually | 2 | 0 | 2 | 2 | 2 |
| International Student Organization K-12 Program Partners Annually | 1 | 1 | 2 | 3 | 5 |

A Common Thread

WATCH AND CELEBRATE TALENT, CULTURE AND DIVERSITY

# WORLDWIDE SHOWCASE

THE ANNUAL INTERNATIONAL TALENT SHOW AT TEXAS TECH
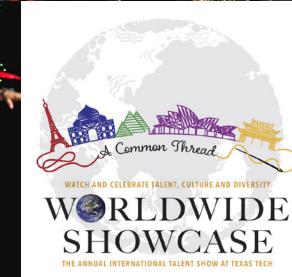
# Strategic Priority

*Cultivate resources and intercultural understanding through networking, community outreach, and academic activities.*

**Goal 4.1:** Support engagement and outreach services that foster intercultural understanding and enrich the quality of life for the Texas Tech University and surrounding communities.

> **Strategy 4.1.1:** Implement programs and events that connect international students to the university and Lubbock communities.
>
> **Strategy 4.1.2:** Provide signature outreach events annually that foster cultural understanding.
>
> **Strategy 4.1.3:** Build relationships with and increase the number of international student organizations participating in K-12 GEO programs annually.
>
> **Strategy 4.1.4:** Build relationships with and increase the number of international student organizations participating in community outreach programs annually.
>
> **Strategy 4.1.5:** Increase the number of campus and community partners to provide support for OIA outreach services.
>
> **Strategy 4.1.6:** Create and annually grow a program that connects American students to international students to share, through engaging social events, their food, sport, dance, art, language, and traditions.
>
> **Strategy 4.1.7:** Strengthen programming connected to International Student Orientation to include online preview resources and follow-up trainings in areas of need.

**Goal 4.2:** Cultivate knowledge of international issues, broaden intercultural understanding, and encourage the pursuit of higher education among K-12 students.

> **Strategy 4.2.1:** Provide guest speakers on current international issues to high school audiences.
>
> **Strategy 4.2.2:** Create service-learning activities related to study abroad experiences and implement with K-12 audiences in the local community.
>
> **Strategy 4.2.3:** Create and implement a Summer in Sevilla program for local K-12 students who are fluent in Spanish.

**Goal 4.3:** Communicate internationalization efforts and accomplishments to the campus community and others.

> **Strategy 4.3.1:** Share results of the International Student Advisory Board (ISAB) certificate program with the campus community and beyond.
>
> **Strategy 4.3.2:** Create and implement a comprehensive marketing campaign for the Office of International Affairs and its units that provides a consistent branding message for all events and services.
>
> **Strategy 4.3.3:** Host the annual Global Vision Awards recognizing faculty, students, staff, and community partners for their efforts in internationalizing the campus.
>
> **Strategy 4.3.4:** Provide up-to-date information related to internationalization efforts, events, and news on the OIA website.
>
> **Strategy 4.3.5:** Create and implement a quarterly OIA digital newsletter with highlights and accomplishments.
>
> **Strategy 4.3.6:** Organize an event that reengages study abroad students in the greater campus community upon their return to Lubbock.
>
> **Strategy 4.3.7:** Seek permission for study abroad students to be recognized at commencement ceremonies.
>
> **Strategy 4.3.8:** Prepare and distribute materials that highlight the scholarly benefits of study abroad participation to academic department/College faculty and staff.

| Benchmarks | 2016 | 2017 | 2018 Target | 2020 Target | 2025 Target |
|---|---|---|---|---|---|
| Guest Speakers for High School Students | 1 | 0 | 2 | 2 | 2 |
| SAB/Service Learning Activities with High Schools | 0 | 0 | 1 | 1 | 2 |
| Spanish II or III Students in K-12 Summer Sevilla Program | 0 | 0 | 0 | 20 | 20 |

# Selected Initiatives

## CultureFest:
*This outdoor culture festival features internationally themed music, dance, art, food, and craft activities from around the world. CultureFest provides a global perspective for Texas Tech University and the Lubbock community by offering this free, family-oriented event to the public.*

## The Global Village:
*This program works with civic organizations and faith communities in Lubbock to recruit and train volunteers that are willing to befriend incoming international students and invite them into their homes. The purpose of the program is to enhance cultural understanding in the community and support these students during their time in Lubbock.*

## Signature Gallery Competitive Shows:
*There are several annual signature art shows hosted by OIA including High & Dry; Study Abroad and My Hometown (students photographs and videos);  and Día de Los Muertos all of which attract hundreds of photographers and artists whose work is reviewed by a professional artist juror,  publicly displayed during the academic year at the ICC and attracts visitors from the campus and the greater region.*

# Strategic Priority

*Provide quality services and incentives to students, faculty, staff, and the broader community.*

**Goal 5.1:** Provide expert immigration services to the Texas Tech community.

**Strategy 5.1.1:** Maintain consistency, communication, and cooperation between internal units that serve international students.

**Strategy 5.1.2:** Implement a protocol for ISSS counselors to assume the advising of international students who are no longer sponsored.

**Strategy 5.1.3:** Maintain quality services and advising for the special needs of third-party sponsored students.

**Strategy 5.1.4:** Participate in the on-campus interviews of international candidates to highlight the immigration services provided through our office.

**Strategy 5.1.5:** Strengthen collaborations through academic department visits.

**Strategy 5.1.6:** Work with students and scholars to help them remain in status and take full advantage of their immigration benefits.

**Strategy 5.1.7:** Provide educational workshops online and in-person to students, scholars, and their hosting departments regarding non-immigrant regulations and processes.

**Strategy 5.1.8:** Serve as a liaison and advocate for students and scholars with local, state, and federal government agencies, directly and through NAFSA, regarding processes that impact their life in the U.S.

**Goal 5.2:** Utilize up-to-date technology and streamlined processes.

**Strategy 5.2.1:** Apply Recruit (CRM) functions to recruiting processes.

**Strategy 5.2.2:** Streamline admission process using Recruit (CRM).

**Strategy 5.2.3:** Create and update online presentations for high-demand areas of ISSS student immigration services.

**Strategy 5.2.4:** Improve the processes for appointments, record keeping, check-in, and institutional reporting requirements.

**Strategy 5.2.5:** Provide resources for international scholars, their dependents, and their hosting departments on the OIA website.

**Strategy 5.2.6:** Streamline interoffice procedures by utilizing SharePoint services and IT meeting assistance support.

**Strategy 5.2.7:** Create a continuity notebook for each division/unit that provides detailed information on policy and procedures.

**Strategy 5.2.8:** Develop a process through which Study Abroad faculty leaders report their pre-paid program expenses.

**Strategy 5.2.9:** Develop and implement a streamlined hiring processes, and provide training and information to unit/division supervisors regarding best practices.

**Strategy 5.2.10:** Develop an online module for Study Abroad faculty-led program development and support.

**Strategy 5.2.11:** Offer phone and/or online study abroad advising to students not physically based in Lubbock.

**Strategy 5.2.12:** Consider decentralizing some aspects of the study abroad process.

**Strategy 5.2.13:** Explore uniformity in appointment/sign-in system use for OIA.

**Strategy 5.2.14:** Conduct an annual assessment of hardware and software needs, and invest resources as necessary.

**Strategy 5.2.15:** Provide user-friendly and technologically up-to-date information and resources for all users of the OIA website.

**Goal 5.3:** Serve as expert resources for the international engagement activities of the campus and the broader community.

**Strategy 5.3.1:** Provide up-to-date information to international students with the weekly newsletter, social media and the International Student Orientation Resource fair.

**Strategy 5.3.2:** Market and promote engagement activities through social media.

**Strategy 5.3.3:** Assess the need for additional building space to accommodate an international student learning center, café, scholar apartments (temporary living), classroom spaces, and OIA offices.

**Strategy 5.3.4:** Provide opportunities for visiting scholars to interact and engage the local community.

**Strategy 5.3.5:** Promote the OIA/ICC event spaces to generate additional revenue.

**Goal 5.4:** Provide incentives to the Texas Tech community for their internationalization efforts.

**Strategy 5.4.1:** Provide seed and matching funding and for international research and development initiatives.

**Strategy 5.4.2:** Provide funding for the development faculty-led study abroad programs.

**Strategy 5.4.3:** Provide travel funding for making presentations, addresses at conferences, exhibitions, and concerts that are taking place outside of the United States.

| Benchmarks | 2016 | 2017 | 2018 Target | 2020 Target | 2025 Target |
|---|---|---|---|---|---|
| Social Media Posts Related to Engagement Shared Monthly | 0 | 0 | 3 | 4 | 6 |
| Annual Increase in Revenue from Facility Rental | n/a | n/a | $40,000 | $45,000 | $50,000 |
| International Research & Development Seed Grants Awarded | $18,271 | $21,430 | $25,000 | $30,000 | $50,000 |
| Faculty-Led Study Abroad Seed Grants Awarded | $4,000 | $6,000 | $20,000 | $25,000 | $25,000 |
| International Travel Grants Awarded | $11,184 | $8,549 | $20,000 | $25,000 | $25,000 |
| International Ambassadors Program Award | n/a | n/a | $5,000 | $10,000 | $10,000 |

# Selected Initiatives

## Global Vision Awards:

*The OIA hosts the annual Global Vision Awards honoring faculty, staff, students and community groups who have made significant contributions toward TTU's comprehensive internationalization efforts. Awards include International Research, Study Abroad, Community Engagement, Faculty International Scholarship, Campus Internationalization, and Global Vision Lifetime Achievement.*

## International Incentivization Programs:

*The OIA offers four international seed programs to incentivize faculty to develop new study abroad programs, establish new research collaborations for sponsored funding, travel abroad for conference presentations, and complement existing travel to promote international initiatives at TTU.*

# Strategic Priority

*Cultivate alumni base and resources.*

**Goal 6.1:** Identify and build relationships with international alumni and scholars.

> **Strategy 6.1.1:** Organize specialized events for international scholars and families during each fiscal year.

> **Strategy 6.1.2:** Build relationships with visiting scholars and encourage their participation in K-12 GEO programming activities such as lectures and performances.

> **Strategy 6.1.3:** Develop and maintain web pages and social media for international scholars and international alumni.

> **Strategy 6.1.4:** Collect contact information for international scholars and graduating international students for database.

> **Strategy 6.1.5:** Develop TTU International Alumni Clubs in countries of strategic interest.

> **Strategy 6.1.6:** Develop opportunities for TTU faculty/staff to meet with international alumni when they travel abroad.

**Goal 6.2:** Promote giving strategies and increase grants and endowments for international scholarships, incentives, and activities.

> **Strategy 6.2.1:** Seek additional funding support for K-12 Global Outreach and the International Art and Culture unit from local foundations, 501(c)(3)s and other sources.

> **Strategy 6.2.2:** Develop a study abroad alumni network.

> **Strategy 6.2.3:** Develop country briefings as needed for recruiting or visits by TTU faculty/staff.

> **Strategy 6.2.4:** Research, qualify, and contact potential donors.

> **Strategy 6.2.5:** Create a task force with external peers to explore best practices for international advancement and international alumni/scholar engagement.

> **Strategy 6.2.6:** Research and develop strategies for foundations.

> **Strategy 6.2.7:** Coordinate with TTU Colleges and other units for gifts to support TTU's internationalization efforts.

# Selected Initiatives

## The TTU Scholars Guild:

*Our visiting International Scholars are a part of our community during their research/studies at TTU and represent us as Ambassadors when they return to their home universities/countries. We currently hold a round table discussion during International Week and award the International Scholars a certificate for their studies at TTU. We maintain a web page of resources for the International Scholars specific to their needs and provide cultural programming for their families.*

| Benchmarks | 2016 | 2017 | 2018 Target | 2020 Target | 2025 Target |
|---|---|---|---|---|---|
| Grants Written in Support of K-12 Programs | 4 | 5 | 6 | 8 | 10 |
| International Clubs | 1 | 1 | 2 | 5 | 10 |
| Study Abroad Scholarship (Not Including SAB) | 0 | $200K | $750K | $1.5M | $2.5M |
| International Student Recruitment Scholarship | 0 | 0 | $25K | $100K | $500K |

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