Department: Office of International Affairs

**Mission**

The Office of International Affairs leads Missouri S&T’s efforts to promote international education and increase global awareness on campus and in the community.

**Vision**

We will be the primary resource for campus internationalization by providing first-class service to students and scholars, leading international education efforts, and developing strategic partnerships.

The Office of International Affairs (IA) strives to:

- Achieve seamless service for our student and scholar constituents from initial contact through graduation, employment and alumni commitment.
- Provide leadership for the recruitment and retention of international students and scholars.
- Develop programs that cultivate skills required in the competitive global market, so that S&T graduates can demonstrate they are globally competent, culturally sensitive, and aware of the changing international market place.
- Foster an environment on the campus and in the greater community, which increases global awareness and cultural competencies.
- Create mechanisms for faculty members, staff and students to engage globally and gain valuable experiential learning opportunities by working with our partners on campus and around the world.

**Values**

*Lifelong Success*

We add exceptional value. We help prepare S&T students for life in a global society. Through a greater understanding of the cultures and traditions of the world, our graduates will become leaders in the international marketplace.

*Creativity*

We are innovators. Through collaboration with entrepreneurs around the world, members of the S&T community will help to develop solutions to the world’s great challenges. We believe that the promotion of international cooperation and partnership will foster the innovations of the future.

*Integrity*

We hold ourselves accountable for our actions. We respect the cultural differences that enrich the S&T community and work to build understanding among its diverse members.
Sustainability

We live by example. We recognize the interconnected nature of the world and its resources. We believe that by promoting international goodwill the benefits of scientific innovation will be shared across global boundaries.

Partnerships

We are great partners. We engage the campus internationally and seek to nurture mutually beneficial collaborations with communities around the world. We recognize that progress is achieved by working together with those who share our values and commitment to global understanding.

Inclusion

We are an inclusive, welcoming community. We value the many benefits that international students and scholars bring to the campus. We respect that differences in perspective promote learning, and we recognize the worth of all people.

Department Strategy Statement

The office of international affairs will, by 2020, create an environment that increases international enrollment at S&T, encourages the growth of S&T's international partnerships, and promotes S&T as the institution of choice for those seeking educational and research opportunities with public research universities, by leveraging our long-standing reputation as an international renowned institution.

Department Governance and Leadership

The Office of International Affairs works collaboratively to ensure the success of departmental and university goals. Because the scope of responsibilities in the International office is broad, major areas are divided by primary function. Team leaders for their respective areas work collaboratively to accomplish the strategic goals of the department. The department is led by the Director of the Office of International Affairs with the support of a leadership team, comprised of four unit leaders. Each unit leader is charged with specific performance measures which pertain to their area. The director works with leaders individually and as a team to monitor progress (see Organizational Chart attached).

Department Themes and Levers/Categories of Actions

The Office of International Affairs (IA) has aligned its themes with those of the campus. These themes will guide the activities undertaken by the department to reach the goals identified in our strategic plan:

Theme 1. Internationalize the campus – By internationalizing the campus we will promote S&T’s effort to inspire creative thinkers.

Theme 2. Promote opportunities for collaborative research and academic programs with international institutions – IA’s contribution will enhance S&T’s effort to raise visibility.
Theme 3. Recruit and retain international students by providing quality services – IA’s student support services and Intensive English Program will help S&T’s efforts to achieve sustainable growth and ensure return on investment.

Theme 4. Promote global partnerships – IA’s work will assist S&T’s effort to increase meaningful interaction and access to renowned faculty, staff and services.

Department Plans/Actions and Metrics Summary

Theme 1. Internationalize the campus - By internationalizing the campus we will promote S&T’s effort to inspire creative thinkers.

The office of International Affairs recognizes that best practices for internationalizing the campus include:

- Fostering an international dimension within the institution and the community at large. (Council for the Advancement of Standards in Higher Education mission statement, 2006)
- Providing opportunities for global learning that support “a critical analysis of and an engagement with complex, interdependent global systems and legacies” (Association of American Colleges and Universities – for Global Learning initiatives)
- Creating an atmosphere that appreciates diversity and provides opportunities for the campus to build global understanding

Lever 1.1: Increase students’ global awareness by exposing them to other countries through participation in international experiential learning opportunities.

Action 1.1.1: Increase outgoing participation in study abroad programs.

Metric: Promote increased participation in study abroad through a minimum of 10 presentations and one study abroad fair per year. Participation will be increased by 1% for 2014-15, with a progressive increase in participation to a total of 15% by 2020. The baseline used for measuring performance is data from 2012-2013: Semester-long study abroad programs-24 students, experiential learning/faculty led programs-83 students, and summer short term faculty led programs-15 students.

Action 1.1.2: Increase opportunities for faculty led short term study abroad experiences through the development of a new Global Initiatives Funding program.

Metric: Proposal for Faculty Global Scholar Initiatives funding will be submitted to higher administration on or before December 31, 2014.

Lever 1.2: Engage S&T faculty and staff in the development of current and prospective international relations/partnerships.
Action 1.2.1: The Office of International Affairs will formalize support for faculty and staff members who initiate, develop, or strengthen international relationships.

Metric: IA will initiate at least one workshop per semester focused on safety and risk management assistance for traveling faculty, staff, and students. IA will provide guidance/assistance with cultural understanding by sharing relevant materials such as current travel advisory information, Culture Grams and background notes. Baseline: Programming/assistance provided in 2014-15.

Lever 1.3: Develop and/or support programs that promote international activities and events that involve students, staff, faculty and the community at large.

Action 1.3.1: For the academic year of 2014-2015, establish a baseline for tracking the quality of international activities and events that IA staff members organize, participate in and/or provide support for, including Celebration of Nations, International Student Advisory Council, acculturation programs, workshops and events managed by international student organizations.

Metrics: Document staff participation and support of international activities and events; utilize qualitative surveys and participant feedback to develop plans for improvement and continued success.

Theme 2. Promote opportunities for collaborative research and academic programs with international institutions.

Lever 2.1: Raise S&T’s visibility through international recruitment activities.

Action 2.1.1: IA will develop a recruitment plan to include marketing strategies, budgets, and expected outcomes for international recruitment activities during the 2014-2015 academic year.

Metric: Plan will be completed by August 1, 2014 with continuous evaluation and updating as needed throughout the academic year.

Lever 2.2: Promote relationships by increasing the visibility of our international partnerships.

Action 2.2.1: Increase awareness of S&T’s international agreements.

Metric: Post a listing of all S&T international linkage agreements on the IA website by June 2014.

Action 2.2.2: The International Affairs office will ensure that the university maintains clear communications with strategic partners, by encouraging partners to visit the campus, scheduling meetings at the NAFSA conference, or organizing teleconferences.
Metric: Invite at least 5 strategic partners to visit the campus per year, and arrange at least 5 meetings or teleconferences with international partners each year.

Action 2.2.3: During the academic year of 2014-2015, IA staff members will develop and present a session for faculty members on how to initiate, develop, and maintain an international collaboration.

Metric: Present a minimum of one session by May 2015.

Lever 2.3: Participate actively in international conferences.

Action 2.3.1: For the academic year of 2014-2015, the IA office will track the number of conferences and events attended and presentations given by IA office staff and other university representatives that provide exposure for S&T to an international audience.

Metric: Establish baseline for participation in 2014-15 and set measurable targets for future years.

Theme 3: Recruit and retain international students by utilizing creative recruitment strategies and providing quality programs and services.

Lever 3.1: Increase the number of high quality students who are accepted at S&T from targeted recruitment efforts.

Action 3.1.1: During the academic year of 2014-2015, IA staff will analyze the number of international students recruited to S&T, the number of sponsored students sent to S&T, and the diversity of international students attending S&T.

Metric: A recruitment baseline will use AY12/13 data. For the academic year of 2014-2015, the number of F and J visa type students attending S&T will increase a minimum of 2% over the previous year. For evaluation purposes, enrollment as of the 8th week of fall and spring semesters will be used. A sum of fall and spring enrollment will be used to determine increase /decrease in enrollment.

Action 3.1.2: As part of the international recruitment plan, analyze diversity of international students attending Missouri S&T and pursue new recruitment markets.

Metric: Identify recruitment opportunities in 2 new markets and, assuming funds are available, pursue at least one for long-term recruitment strategies.

Metric: Beginning with AY12/13, identify the number of countries from which international students originate; increase that number by 1% per year beginning FS 15 by 2020. (Baseline is 52 countries as of FS13.)

Action 3.1.3: Ensure that international student recruitment efforts are producing a positive return on investment.
Metric: During the academic year of 2014-2015, IA staff will measure the cost of targeted recruitment efforts in a cost/benefit analysis by February 1, 2015; establish baseline for future years.

Lever 3.2: Assess the service needs of international students, determine if their basic needs are being met, and establish priorities for improving services.

Action 3.2.1: Staff will develop and administer student satisfaction surveys in order to determine if students’ needs are being met.

Metric: During week ten of the fall semester, a student satisfaction survey will be distributed. Results will be analyzed, results should indicate that services meet or exceed student needs.

Lever 3.3: Provide a high level of support and expertise in immigration issues for international students.

Action 3.3.1: Ensure immigration advisors have professional development opportunities so that they receive the most current information in regards to immigration regulations and advising.

Metric: Each international student advisor will participate in at least two professional development opportunities per year.

Lever 3.4: Ensure quality of Intensive English Program by obtaining certification from the Commission on English Language Accreditation (CEA).

Action 3.4.1: Complete all requirements for certification including submission of self-study report by April 2014 and site visit in August 2014.

Metric: Final decision will be determined by CEA by June 2015.

Lever 3.5: Expand Sponsored Student Programs on campus

Action 3.5.1: Increase number of agencies sponsoring international students at S&T.

Metric: Using the baseline of Fall 2013, the number of sponsoring agencies will be increased by at least two sponsoring agencies before June 30, 2015. FS2013 – 24 sponsoring agencies.

Action 3.5.2: Increase the overall number of sponsored students on campus.

Metric: Using the baseline of Fall 2013, the number of sponsored students will increase by 3% before June 30, 2015. FS2013 – 336 sponsored Students.
Theme 4: Promote global partnerships-IA will assist S&T’s effort to increase meaningful interaction and access to renowned faculty, staff and services.

Lever 4.1: Increase the breadth and depth of international collaborations.

Action 4.1.1: Work with S&T faculty to identify at least one existing partner per year to increase collaborative activities.

Metric: Establish at least one higher level agreement with an existing partner per year by 2014-15.

Action 4.1.2: Seek relations with prospective partners abroad which may result in an international contract activity for Missouri S&T.

Metric: Identify potential partner(s), develop and submit a minimum of one proposal per year.

**Best In Class and Strategy Targets**

Standards for the office of International Affairs are based on processes endorsed by the following professional organizations:

- Council for the Advancement of Standards in Higher Education (CAS)
- NAFSA: Association for International Educators
- Commission of English Language Accreditation for Intensive English Programs (CEA)
- Institute for International Education (IIE)
- TESOL International Association (Teachers of English to Speakers of Other Languages)

**Benchmarking**

Five institutions possessing international affairs offices have been identified as comparative institutions for benchmarking purposes. These institutions have been selected because of their successful study abroad programs, international student recruitment, market specific recruitment success, student services operation, cultural programs, Intensive English program, administrative structure, or reputation abroad. The five institutions identified for benchmarking purposes are:

- Michigan Tech,
- Colorado School of Mines,
- University of Missouri Columbia,
- Texas Tech, and
- Georgia Tech.