

## STRATEGIC PLANNING WORKSHEET

GOAL	OBJECTIVES	STRATEGIES	METRICS
<p>I. Graduates who are internationally knowledgeable, skilled, and sensitive in order to be successful in a global setting.</p>	<p><u>I.a. Infuse global perspective throughout the curriculum</u></p>	<p>I.a.1. Institutionally implement a coordinated and globally focused course development effort including core curriculum.</p>	<p>By 2016 university core curriculum and undergraduate general education requirements will be revised to include language and international content.</p>
		<p>I.a.2. Ensure all degree programs include an international focus.</p> <p>I.a.3. Each college offers one international degree option.</p> <p>I.a.4. Offer learning modules that center on international course content and specific internationally-focused courses.</p> <p>I.a.5. Develop certificate programs to advance global learning.</p>	<p>All departments confirm appropriate international content in degree programs, certificates and courses by Fall 2015.</p>
		<p>I.a.6. Adopt language requirements to motivate students toward foreign language learning.</p>	<p>By 2016 university core curriculum and undergraduate general education requirements will be revised to include language and international content.</p>
		<p>I.a.7. Adopt advanced technologies to link UTSA with other schools for international content, international faculty and projects between UTSA and international students</p>	<p>Every college identifies courses and projects in their area which would benefit from technology enhanced international collaborations and implements at least one by Fall 2009.</p>

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	<u>I.b. Provide global enrichment opportunities to all students</u>	<p>I.b.1. Increase study abroad and student exchange opportunities and student participation, including preparation for these international experiences</p> <p>I.b.2. Increase and facilitate the occurrence of globally focused seminars and on-campus activities</p> <p>I.b.3. Develop and implement technology enhanced strategies that accomplish both information and enculturation exchange between students and scholars of different countries.</p>	<p>One new exchange partner per college by Spring Semester 2008.</p> <p>Every college identifies topics in their area and implements at least one seminar or on-campus activity by Fall 2009.</p> <p>Adopt advanced technologies to link UTSA with other schools for international course content and projects engaging UTSA students with international students.</p>
	<u>I.c. Provide international career development opportunities to all students</u>	<p>I.c.1. Develop and promote foreign internship opportunities for UTSA domestic and international students.</p> <p>I.c.2. Develop and promote foreign service learning opportunities for UTSA domestic and international students.</p> <p>I.c.3. Develop and implement globally focused, applied projects presenting global learning and study abroad to UTSA domestic and international students.</p> <p>I.c.4. Provide globally focused career service programs and job seeking</p>	<p>Each college identifies and implements at least one international non-credit work, community service, and/or curriculum related internship opportunities by Spring Semester 2008.</p>

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		opportunities in foreign countries	
	<u>I.d. Attract/recruit top quality international students</u>	I.d.1. Recruit and institutionally support degree seeking international students. I.d.2. Maintain contacts after their graduation (global networks and partnerships)	Enroll five percent degree-seeking international students by 2010.
	<u>I.e. Develop university communication network to promote and facilitate information exchange about global activities</u>	I.e.1. Develop a university sponsored web site solely dedicated to the promotion and facilitation of information exchange about global activities.  I.e.2. Provide global/internationally focused listserv opportunities to UTSA faculty and staff.  I.e.3. Leverage state-of-the-art technologies to promote and facilitate university-wide communication about globally focused activities.  I.e.4. Provide encouragement, resources, and infrastructure support for the production of globally focused academic printed materials.  I.e.5. Identify and initiate appropriate committee/interest groups to promote and enhance the exchange of information about UTSA global	University-wide web site operational by Fall 2007.  Faculty, students and staff aware of and engaged in international activities as measured by the opinion of international committees each year beginning in Fall 2008.

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		activities.  I.e.6. Provide UTSA faculty and staff with communication and programmatic links to globally partnered institutions.	
II. Faculty who are internationally prominent and actively engaged in research, teaching, and outreach addressing global issues	<u>II.a. Recruit top-quality faculty with international perspectives and experience.</u>	II.a.1. Recruit for global competence across a full range of faculty positions, including full-time tenure-track and visiting scholars	New position announcements and hiring criteria for all colleges include global competence/prominence  International diversity of faculty at or above 2006 level.
		II.a.2. Procure and provide funding for specific internationally focused positions that will promote international awareness, to include new endowed/designated positions	One new position per college by fall semester 2010.
		II.a.3. Visiting scholars, guest presenters	One per college per semester by Spring Semester 2008.
		II.a.4. Include international research and achievements in merit/reward systems	College merit/reward policies include international research and teaching by Fall Semester 2010.
		II.a.5. Promote and fund research on topics of international interest and global relevance. Make internationally focused funding and grants available to all colleges.	University provides one international research seed grant per college by Spring 2008.

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	<u>II.b. Achieve international focus and prominence in research activities.</u>	II.b.1. Promote international research through International/theme-focused research initiatives	Each college has at least one defined international research initiative by Spring 2009.
		II.b.2. UTSA funds faculty to participate in International and globally-focused conferences	University provides one international travel grant per department per year by Fall 2009.
		II.b.3. Fund and encourage participation in international forums by students and faculty.	
		II.b.4. Increase and enhance links to globally partnered institutions collaboration in research and student projects.	
	<u>II.c. Infuse global perspective throughout the curriculum.</u>	II.c.1. Institutionally implement a coordinated and globally focused course development effort including core curriculum.	By 2016 university core curriculum and undergraduate general education requirements will be revised to include language and international content.
	II.c.2. Ensure all degree programs include an international focus.	All departments confirm appropriate international content in degree programs, certificates and courses by Fall 2015.	
	II.c.3. Each college offers one international degree option.		
	II.c.4. Offer learning modules that center on international course content and specific internationally-focused courses.		
	II.c.5. Develop certificate programs to		

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		advance global learning.	
		II.c.6. Adopt language requirements to motivate students toward foreign language learning.	By 2016 university core curriculum and undergraduate general education requirements will be revised to include language and international content.
		II.c.7. Adopt advanced technologies to link UTSA with other schools for international content, international faculty and projects between UTSA and international students	Every college identifies courses and projects in their area which would benefit from technology enhanced international collaborations and implements at least one by Fall 2009.
	<u>II.d. Engage in service/outreach activities with global/international impact.</u>	II.d.1. Increase study abroad and student exchange opportunities and student participation.	One new exchange partner per college by Spring Semester 2008.
	<u>II.e. Develop global communication network to promote and facilitate information exchange and global activities.</u>	II.e.1. Increase and facilitate the occurrence of globally focused seminars and on-campus activities	Every college identifies topics in their area and implements at least one seminar or on-campus activity by Fall 2009.
		II.e.2. Develop and implement technology enhanced strategies that accomplish both information and enculturation exchange between students and scholars of different countries.	Adopt advanced technologies to link UTSA with other schools for international course content and projects engaging UTSA students with international students.
	<u>II.f. Provide opportunities for faculty to develop their international capabilities.</u>	II.f.1. Identify needs and generate opportunities for increasing cultural sensitivity and international	Each department performs needs assessment by Fall 2010.

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		<p>experience among the faculty.</p> <p>II.f.2. Provide training opportunities for faculty to develop increased international skills and awareness.</p> <p>II.f.3. Acquire funding resources for faculty training and international academic experiences.</p> <p>II.f.4. Develop partnerships with other institutions to link UTSA faculty with international faculty.</p>	<p>Each department implements faculty development in international skills by Fall 2011.</p> <p>University provides funds to departments for faculty development in international skills by Spring 2011.</p>
<p>III. A university environment and infrastructure that value and support global perspectives and initiatives</p>	<p><u>III.a. Create an appropriate administrative structure to reflect the high priority of the global initiatives</u></p>	<p>III.a.1. Identify and establish an international VP position to facilitate and support international academic initiatives of the colleges.</p>	<p>Position established and filled by an academic with international expertise by Fall Semester 2007.</p>
		<p>III.a.2. Establish and fund a new International Law position in the Office of Legal Affairs for the support, oversight, and administration of international agreements and globally focused initiatives</p>	<p>Position funded and staffed by Spring Semester 2008.</p>
		<p>III.a.3. Create and fund an international research position in the office of the Vice President for Research and Graduate Studies to facilitate and administratively support the colleges with the development of international research and grant agreements</p>	<p>Position established and filled by Spring Semester 2008.</p>

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		III.a.4. Coordinate international programming activities at the college level with representatives from each college meeting together to communicate and share information	Each college has designated faculty-member to coordinate international activities (e.g. associate dean).
	<u>III.b. Identify, procure, and dedicate resources required to implement the UTSA global strategic mission.</u>	III.b.1. Identify and provide funding to support globalization for faculty, staff and students related to recruitment, training and development; physical infrastructure; communication; technology; and library resources.	Faculty, students and staff have necessary resources for international activities as measured by the opinion and external benchmarking of international committees each year beginning in Fall 2008.
		III.b.2. Utilize development, fundraising, and advancement activities to advance international and global initiatives.  III.b.3. Effectively identify and acquire grant resources and opportunities to achieve globalization goals.	Ten percent of university fundraising (including the capital campaign) dedicated to international initiatives.  Research office facilitates and supports two grant applications per year per college for international-related funding by Spring 2009.
		III.b.4. Develop private industry partnerships that advance globalization initiatives	Each college identifies and implements at least one public-private partnership per year by Fall 2009.
		<u>III.c. Provide support services necessary to successfully address the procedures, rules, policies, regulations, etc. required to operate in the global setting.</u>	III.c.1. Establish clear, well defined and published institutional policies and processes for establishing student exchanges with reputable foreign universities  III.c.2. Provide qualified International/federal/state/local law

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		and regulatory advising by specialists who protect the university and advance its educational/research mission	Comprehensive document of university's international policies publicly available by Spring 2008 and updated annually.
	<u>III.d. Leverage technology to enhance and make international experiences accessible to all constituents.</u>	III.d.1. Provide funding for the development of internationally-applied technology resources for curriculum, research and international institutional partnerships, including training for all users.	Faculty, students and staff have adequate infrastructure and tech support for international activities as measured by the opinion and external benchmarking of international committees each year beginning in Fall 2008.

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