
UMass Dartmouth International Programs Strategic Plan 2011 - 2017

**A blueprint for maintaining current progress and setting new directions
in international academic programming**

September 2011

Presented for campus adoption

by the

UMass Dartmouth International Programs Advisory Committee

November 2011 Faculty Senate's review and recommendation

Goals 1 through 5, which concern academic programmatic issues, are presented to the Senate for action. The UMass Dartmouth International Programs Advisory Committee seeks a Senate recommendation that this plan be adopted.

Goal 6, which concerns implementation, is presented to the Senate for information and discussion and to the UMass Dartmouth administration for action.

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UMass Dartmouth International Programs Strategic Plan 2011 - 2017

Executive Summary

The UMass Dartmouth International Programs Strategic Plan 2011 - 2017 creates a blueprint for maintaining current progress and setting new directions in international academic programming. Having a strategic plan for international programs will not only assist the campus in meeting an important mandate but also contribute to our up-coming campus-wide strategic planning process. The plan covers campus perspectives and resources; internationalizing curricula; increasing students' participation in international activities; increasing the presence of international students on campus; encouraging faculty international research and other engagement; and developing institutional international partnerships.

During the 2010-2011 academic year, the UMass Dartmouth International Programs Advisory Committee (IPAC) engaged in comprehensive strategic planning for international programming, emphasizing multiple aspects of the academic enterprise. The plan relies on much that is already in place and moving forward. In this planning effort, IPAC continually referred to current mission, vision, and learning goals statements and principles; focused on our institutional culture; and considered present strengths, capacities, and potentials.

The plan has six Goals:

- Goal 1:* Further internationalize curricula at both undergraduate and graduate levels.
- Goal 2:* Increase students' participation in an enriched offering of study/research/service programs abroad.
- Goal 3:* Increase and diversify the international student presence on campus.
- Goal 4:* Encourage and support faculty international collaborative research in areas of global significance.
- Goal 5:* Become a more internationally engaged campus by developing appropriate institutional strategic partnerships and projects for international outreach and development.
- Goal 6:* Ensure the long-range development of campus internationalization through campus leadership, provision of resources, and determining strategic global emphases

Goals 1, 2, and 3 share a common purpose of ensuring a vibrant international experience for students at all levels.

Each goal has objectives and then strategies to accomplish them, with indications of who's responsible, key outcomes/results, and milestones/completion dates. Official approval of the plan will be sought during Fall 2011. Implementation will commence in Fall 2011, with completion of the various elements occurring at stated times during the duration of the plan. While some strategies are one-time, many involve on-going processes.

Introduction/Purposes

During the 2010-2011 academic year, the UMass Dartmouth International Programs Advisory Committee (IPAC) engaged in comprehensive strategic planning for international programming. IPAC is an ad hoc committee formed collaboratively between the Office of the Provost and the Faculty Senate initially in 2006-2007; 2010-2011 membership is shown in Appendix A.

Doing an international programs strategic plan was motivated by the announcement that the campus would soon begin institutional-level strategic planning. IPAC concluded that a strategic planning activity focused on programs that encourage and support campus internationalization would not only assist the campus in meeting an important mandate but also contribute to the campus-wide strategic planning process. Another context was the assignment of international leadership to the portfolio of an Assistant Chancellor as well as the relatively rapid development of international programs and support services on campus. The International Programs Office, formed in 2008, has grown to include a full-time director, full-time administrative assistant, and a new full-time Assistant Director for Study Abroad Programs; it has stable budgetary resources; and it has promulgated a range of policies and worked to stabilize existing programs and develop new ones. A third consideration was the continuing emphasis placed on internationalization by University of Massachusetts leadership.

The group accepted the premise expressed in the report *Comprehensive Internationalization* (NAFSA 2011) that internationalization is a means whereby institutions of higher education accomplish their purposes, not an end in itself. The international programs strategic planning process continually referred to institutional mission, vision, and learning goals statements and principles; focused on our own institutional culture; and considered our present strengths, capacities, and potentials.

Overview of the Planning Process

Assistant Chancellor Richard Panofsky facilitated the planning process in IPAC meetings chaired by Kristen Kalbrener, Director of the International Programs Office. Four meetings were held, one late in fall 2010 and three in spring 2011. Extensive notes were distributed to record results of each meeting.

An initial meeting outlined a sequence of planning activities, reviewed foundational mission and purpose statements, and drafted a UMass Dartmouth Statement of Goals for International Programs. IPAC was divided into four work groups, for

- students as learners—global learning, international experiences;
- faculty as teachers—internationalizing curricula, global perspectives in teaching and learning;

- faculty as scholars—internationalizing research and scholarship; and
- external influences—university’s reputation, international partnerships and economic development, contributions to global citizenship.

The second meeting, in February 2011, was devoted to an "audit" of the scope and impact of internationalization at UMass Dartmouth, focusing on capabilities, resources, and core competencies and looking beyond “what we do now” to potentials for new or extended activities. Extensive notes were distributed. In March, the group reviewed both programs offered at peer or competitor institutions and models/best practices. A wiki was used to facilitate access to many materials.

Panofsky and Kalbrener prepared an International Plan Conceptual Outline that grouped related ideas together, organized by a tentative scheme of headings. This plan was the basis for the culminating IPAC planning session held in May. The group focused on having consistent emphases, using a logical sequence, and incorporating the detailed ideas under coherent categories and principles. The group also paid particular emphasis to issues of governance and leadership to ensure continued campus internationalization.

From this work Panofsky and Kalbrener prepared a draft that was reviewed, modified, and then made final over the summer 2011 by electronic communications and a polling of the IPAC members.

The wiki that was created to facilitate the process of strategic planning for international programming will be modified as a dedicated web page to inform the processes of implementing the International Programs Strategic Plan. It will include key agendas, minutes, and reports from the 2010-2011 planning process.

The International Programs Strategic Plan is to be presented during Fall 2011 for campus discussion leading to its formal adoption.

Context: International Programs Mission and Related Statements

Through the planning process, IPAC continually referenced campus mission, vision, and learning goals statements, and appropriate guidelines. Those texts are given below, followed by annotations of their significance for this planning effort or their interpretation by IPAC.

UMass Dartmouth Mission Statement

The University of Massachusetts Dartmouth distinguishes itself as a vibrant public university actively engaged in personalized teaching and innovative research, and acting as an intellectual catalyst for regional and global economic, social, and cultural development.

Enhanced international programming at UMass Dartmouth furthers the purposes of global economic, social, and cultural development. It also contributes to institutional vibrancy and to engagement in personalized teaching and innovative research.

UMass Dartmouth Vision Statement

Within a climate that is inclusive, open, and diverse, UMass Dartmouth will be the university of choice for students seeking high quality liberal arts and science programs as well as professional academic programs that build a foundation for civic responsibility, individual skills and professional success.

UMass Dartmouth will distinguish itself by providing a personalized academic environment where the scholarly research and creative activities of faculty and graduate students are interwoven with the undergraduate experience.

UMass Dartmouth aspires to create additional Masters and Doctoral programs, with commensurate support, in addition to enhanced technological capabilities for the delivery of our educational and outreach programs.

Enhanced international programming at UMass Dartmouth contributes to the inclusive, open, and diverse campus climate, assists the delivery of both liberal arts and professional academic programs, and helps "build a foundation for civic responsibility, individual skills and professional success." By nature, many internationalization activities are "personalized" and integrative. The International Programs Strategic Plan also encourages development of new academic programs.

Statement of Commitment to Student Learning

A University of Massachusetts Dartmouth education is a foundation from which graduates continually engage and impact their community, both locally and globally. In all aspects of their lives, UMass Dartmouth graduates skillfully locate, analyze, synthesize, and evaluate information and can communicate their knowledge effectively and creatively. They have depth in a field of study and broad knowledge across many areas of inquiry, and they continue after graduation to explore and to acquire understanding within and beyond their field of study. UMass Dartmouth graduates think critically and possess the confidence to integrate and apply their learning to solving complex problems. They have excellent interpersonal skills and a sense of purpose. Guided by empathy and integrity, UMass Dartmouth graduates respond constructively to changing personal, professional, and societal challenges in a diverse world.

IPAC found this statement of aspirational goals for our undergraduates after they graduate to be important for campus internationalization. International programs at UMass Dartmouth should help our undergraduate students accomplish the goals of the *Statement of Commitment to Student Learning*. In fact, the *Statement of Commitment to Student Learning* will be used in assessing the successes of our international programming for our students. Engaging with international and global issues and cultures will help students achieve the *Statement's* intellectual and personal goals. The *Statement's* first and last sentences refer specifically to global dimensions. The elements of the International Programs Strategic Plan should indeed contribute to building, for our students, "a foundation from which they continually engage and impact their community, both locally and globally." The plan's elements should focus on students gaining both "empathy and integrity." They

should strongly contribute to helping our students "respond constructively to changing personal, professional, and societal challenges in a diverse world."

IPAC also referenced throughout the planning process a number of statements that specifically concern international programming. In the first meeting it was clear that UMass Dartmouth would benefit from having a focused *International Programs Mission Statement*. To that end, IPAC prepared the following statement and recommends it for formal adoption:

International Programs Mission Statement

UMass Dartmouth's international programs facilitate the acquisition of global perspectives and multicultural skills important to support the academic pursuits, professional success, exercise of civic responsibility, and effective global citizenship of faculty, students, and staff.

Drafted in the first planning session and voted as a final version in the second session, this *International Programs Mission Statement* provided a touchstone for the international programs strategic planning process and will be used in assessing progress in implementing the plan.

Also noted was the mission and purposes statement of the International Programs Office:

International Programs Office Mission and Purposes

The International Programs Office provides leadership in the development of international initiatives that support the mission and strategic goals of the UMass Dartmouth campus. IPO collaborates with the Colleges and Schools in identifying international program priorities and alignment with learning goals. The International Programs Office:

- *Advises and supports incoming exchange and outbound study abroad students*
- *Collaborates with the Colleges and Schools in identifying international program priorities and alignment with learning goals*
- *Coordinates international partnerships and exchange programs*
- *Supports university faculty and staff in the development of overseas initiatives*

Finally, as stated above, the group accepted the premise that internationalization is a means whereby institutions of higher education accomplish their purposes, rather than being an end in itself. That premise is posited in an important publication of NAFSA: Association of International Educators—*Comprehensive Internationalization: From Concept to Action*, which presents a definition of Comprehensive Internationalization:

Definition of Comprehensive Internationalization

Comprehensive internationalization is a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise. It is essential that it be embraced by institutional leadership, governance, faculty, students, and all academic service and support units. It is an institutional imperative, not just a desirable possibility. Comprehensive internationalization not only

impacts all of campus life but the institution's external frames of reference, partnerships, and relations. The global reconfiguration of economies, systems of trade, research, and communication, and the impact of global forces on local life, dramatically expand the need for comprehensive internationalization and the motivations and purposes driving it. (NAFSA: 2011)

NAFSA's definition of comprehensive internationalization is applicable to our strategic planning effort by explaining what internationalization *is*. Equally or more importantly, it reminds us *why* global perspectives pervade institutional concerns in the 21st century. We need to "infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education." Comprehensive internationalization "is an institutional imperative, not just a desirable possibility."

IPAC has recognized that the mandate for UMass Dartmouth is greater clarity in guiding *how* we will embody internationalization, not a decision *whether* we will do so.

Context: Relationship to the Current Campus Strategic Plan

IPAC reviewed the current campus strategic plan at the beginning of its planning efforts. Discussion brought out that the 2000-2010 plan, as renewed in 2007, has many aspects that necessarily have international and global contexts. However, relatively few specific objectives in the plan directly relate to global programming on campus. Arguably, the 2000-2010 plan concentrated on changing institutional priorities and developing commensurate structures and programs, instead of addressing broader perspectives. In any case, IPAC felt that a strategic plan focused on international programming will be all the more useful in informing the next strategic planning effort.

For example, under the current campus strategic plan goal of having the university be "recognized for its excellent undergraduate and graduate programs that integrate innovative teaching strategies and prepare students for advancement in the twenty-first century environment" is found Objective 1.2d, which directs that the institution will "prepare graduates to be fully engaged global citizens of the 21st century through liberal arts and sciences education that incorporates civic engagement and service learning." However, none of the identified strategies addresses international or global perspectives. Rather, they concentrate on means of improving civic engagement, service learning, and experiential learning as programmatic enterprises.

One Objective from the 2007 plan renewal specifically mentioned international programming. It falls under Goal 4: "Student access, diversity and success has been demonstrated during a period of enrollment growth." Objective 4.1a seeks to "Create a UMass Dartmouth culture conducive to inviting, embracing and supporting diversity." Among a number of strategies to "provide education, training, and development opportunities for staff, students, and faculty" appear the following relevant activities:

Increase students' international study abroad and exchange experiences by improving support/advocacy services. Create "International Council" in Faculty Senate. Fund to support academic projects abroad like field trips.

These have been accomplished, and making further progress on each is highlighted in the International Programs Strategic Plan.

Also under Goal 4 in the 2007 plan renewal is Strategy 4.1a (5), "Increase annual enrollment of first year and/or transfer undergraduate international students." It proposes a list of activities:

- Enhanced services for international student applicants.
- Partnership with UMass President's Office's international education initiatives (China and others).
- Development of UMass Dartmouth campus connections with Portugal, Azores, and Cape Verde to foster international recruitment potential.
- Participation in international recruitment consortia.
- Attendance at international student college fairs.
- Establishment of a relationship with an international secondary school.
- Engagement with an international student referral agency.

Such considerations were good ideas in 2007, and the International Programs Strategic Plan's Goal 4 appropriately covers similar ground. However, some of these items have been slow to develop, such as the second one as well as the final one, as reflected in our not-quite-yet implemented relationship with the Navitas program. Other of the items can have significant costs, and an overall resourcing strategy for them is yet to be formed. The International Programs Strategic Plan emphasizes that plans for recruiting international students "must include stable budget allocations and clear roles and responsibilities." Activities such as attending international student college fairs and participating in international recruitment consortia can be costly and are not featured in this plan.

International Programs Strategic Plan 2011 - 2017

Goal 1

Ensure a vibrant international experience for students at all levels by internationalizing the undergraduate and graduate curricula

Goals 1, 2, and 3 share a common purpose of ensuring a vibrant international experience for students at all levels. Goal 1 seeks to further internationalize curricula at both undergraduate and graduate levels. Objectives and strategies are designed to develop curriculum plans in the schools and colleges based on an analysis of existing emphases and prioritizing areas for new developments; to establish international student learning goals that UMass Dartmouth expects of its students in general and/or within the schools and colleges and specifically to review how language learning can best serve these goals; to provide examples and models that will assist faculty and administrators in designing internationally-relevant curricula; and to develop a Minor in International Studies, a Multidisciplinary Studies major option, and appropriate new academic fields of study or majors especially at the graduate level. Each strategy has requirements for reporting progress and appropriate assessment of success.

Goal 1

Objective 1.1

Develop Curriculum Plans

Develop curricular internationalization plans for each School/College, by accomplishing the following strategies:

1. Understand current internationalization as a base-line for further developments, by
 - a. Developing a data base of current academic entities that have a specific international emphasis, from programs to courses, and include grants or other resources that support internationalization; and
 - b. Identifying and prioritizing key academic areas for further internationalization.

Who's responsible—Deans (including Dean of the Library), at the request of the IPAC Planning Steering Committee and Chief International Officer after Provost/Academic Council discussion; database by the IPO Director, focused to identify specific activities and interests in the School/College¹

Key outcomes/results—School/College action plans and criteria for allocating resources¹

¹ See Appendix B, Glossary of Abbreviations and Implementation Roles, for explanations of terminology used in these statements of who does what by when.

Milestones/completion date—Progress report December 2011; draft plans prepared and reviewed by Provost by May 2012; implementation during AY 2013¹

2. Based on collected data and program priorities, challenge undergraduate and graduate academic programs to incorporate international elements in their curricula. (This is to be seen as a process of "curricular integration," modifying and extending existing courses and programs by incorporating international perspectives, more than as an add-in of additional courses.) In parallel, continue to develop co-curricular programs for effectively exposing domestic students to cross-cultural experiences on campus. Expect regular progress reports.

Who's responsible—Academic Deans working with each Department; Student Affairs leadership for the co-curricular elements

Key outcomes/results—School/College action plans; curriculum change actions as required

Milestones/completion date—Progress report December 2011; draft plans prepared and reviewed by Provost by May 2012; implementation during AY 2013

Goal 1

Objective 1.2

Establish Student Learning Goals

Establish international/global student learning goals for students in both general education and major/graduate curricula, by accomplishing the following strategies:

1. Recognizing "a global skill set" or "international learning goals" that UMass Dartmouth expects our students to gain, including common goals and then goals applied to specific curricula and levels., viewing international goals within curricula as augmenting existing learning goals rather than as a simple "add-on." (If campus-wide goals prove impracticable, seek goals specific to each college/council/school.) Consider benchmarks and best practices from NAFSA, AAC&U/LEAP, the Lumina Foundation, etc. Then develop strategies for weaving these learning goals into the curricula ("curricular integration"). Once plans are formed, academic leaders should be held accountable for their students' achievement of international learning goal among other goals.

Who's responsible—IPAC Planning Steering Committee to consider how to organize this process; probably form a Task Group that will consult with University Studies leaders and leaders in experiential education, service learning, and student affairs

Key outcomes/results—Process created by December 2011; results in the form of criteria with outcomes and proposed assessments, that will guide curriculum change and inform program reviews; learning goals incorporated within curricula and assessed along with other student learning goals

Milestones/completion date—Process created by December 2011; proposal by May 2012; results adopted and coming into use during AY 2013

2. Reviewing how General Education/University Studies accomplishes internationalization and recommend changes (move beyond "one global course").

Who's responsible—IPAC Planning Steering Committee to bring the issue to University Studies leaders

Key outcomes/results—Integrated approach to internationalization within University Studies

Milestones/completion date—As appropriate to the on-going schedule for University Studies reform

3. Engaging the UMass Dartmouth community in a review of innovative and best practices in language instruction for global engagement.

Who's responsible—IPAC Planning Steering Committee to form a Task Group on Language Learning for Campus Internationalization, which will review best practices and invite consultations, to inform a campus dialogue

Key outcomes/results—New approaches to language learning both within the Department of Foreign Literature and Languages and "across the curriculum"

Milestones/completion date—Task Group on Language Learning for Campus Internationalization formed in AY 2013; report of results in Fall 2013 with any curricular changes occurring Spring 2014

Goal 1

Objective 1.3

Provide Examples and Models

Facilitate internationalizing of curricula and courses by providing examples and models that work, by accomplishing the following strategies:

1. Creating policy guidelines and templates that will provide models, formats, and methods for achieving "curricular integration" of internationalization. International study can
 - occur in various delivery patterns
 - occur on campus, in blended on-campus/away study, fully away, on-line or blended on-line/in-person;
 - utilize instructional modalities like team-teaching (for example, one instructor at UMass Dartmouth teaming with an instructor of a related course abroad), self-paced learning;
 - incorporate service learning, experiential learning, internships, and research opportunities;
 - utilize innovative instructional schedules and articulated curricula with partnering institutions abroad).

Conducting consultancies, workshops, and other activities to bring to campus new ideas and best-practice models (for example, for language study within curricula).

Who's responsible—IPO Director involving appropriate campus leaders

Key outcomes/results—Guidelines and templates providing models, formats, and methods for achieving "curricular integration" of internationalization; NFI and Faculty Development workshops

Milestones/completion date—Across AY 2012 and 2013. Completion: May 2013

2. Creating mechanisms for offering dual degrees.

Who's responsible—Chief International Officer working at the UMass level with the UMass International Relations Advisory Committee, with the Associate Provost (Graduate), and with the Provost/Academic Council

Key outcomes/results—Templates and processes that work with current academic policies; new academic policies if required

Milestones/completion date—Across AY 2012. Completion: May 2012

Goal 1

Objective 1.4

Develop International/Global Fields of Study

Develop the following specifically international/global fields of study and curricula, by accomplishing the following strategies:

1. Create an academic Minor in International Studies.

Who's responsible—IPAC to form an inter-college faculty group to develop curriculum and take it through the approvals process, with administrative logistical support from Associate Provost (Undergraduate)

Key outcomes/results—New academic minor program option; 10 students first year; 20 students second year; steady-state 30 students

Milestones/completion date—Program approval by May 2012; first students fall 2013

2. Develop an International Studies option in the existing undergraduate Liberal Arts Major or as a structured option in the Multidisciplinary major (See UMass Amherst model).

Who's responsible—IPAC to form an inter-college faculty group to develop curriculum and take it through the approvals process, with administrative logistical support from Associate Provost (Undergraduate)

Key outcomes/results—New academic major program option; 5 to 10 students by steady-state

Milestones/completion date—Program approval by May 2012; first students fall 2013

3. Challenge the Schools and Colleges to develop new globally-relevant graduate academic programs (just to cite examples within UMass: Global MBA at UMass Amherst; PhDs in Global Studies and International Business at UMass Lowell; Masters in Peace and Conflict Studies at UMass Lowell; Conflict Resolution MA, International Relations MSPA, and Women's Leadership in a Global Perspective Graduate Certificate at UMass Boston).

Who's responsible—Associate Provosts (Undergraduate and Graduate)

Key outcomes/results—"Environmental scan" of what peer and competitive institutions are doing; creation of new degree programs or formal options within existing programs

Milestones/completion date—One new program approved by May 2012; first students fall 2013; additional programs in subsequent years

Goal 2**Ensure a vibrant international experience for students at all levels by increasing UMass Dartmouth students' participation in study abroad programs that offer a broad range of study/work/research/service elements**

Goals 1, 2, and 3 share a common purpose of ensuring a vibrant international experience for students at all levels. Goal 3 seeks to ensure a vibrant international experience for students by increasing their participation in an enriched offering of study/research/service abroad programs. Objectives and strategies are designed to expand participation in study abroad by asking colleges and schools to set targets and developing a UMass Dartmouth International Programs/Study Abroad Underrepresentation plan; to facilitate participation in study/research/service abroad by implementing a "life-cycle" approach to students having a successful study abroad experience and by continuing to improve advising, support from the International Programs Office, and access to financial aid; to expand key study abroad areas including the new UMass Lisbon year-round program that will be administered by the UMass Dartmouth campus; to expand the range and richness of study/research/service abroad offerings through a comprehensive list of methods; and finally to evaluate and assess the quality and success of study/research/service abroad offerings. Each strategy has assessment requirements utilizing targets, benchmarks, and the *Standards of Good Practice* from the FORUM on Education Abroad (2009).

Goal 2**Objective 2.1****Expand Student Participation in Study/Research/Service Abroad**

Achieve expanded participation of UMass Dartmouth degree students in study-abroad activities by accomplishing the following strategies:

1. Setting specific student participation goals and mileposts for each college and aggregating these to the campus level. Establish targets with timelines, and develop appropriate incentives, programmatic articulations, alternative curricular scheduling, and other means of meeting the plan's targets.

Who's responsible—Deans, coordinated by IPO Director

Key outcomes/results—Participation goals and mileposts for each college; incentives and other means of facilitation

Milestones/completion date—Across AY 2012 and 2013, with college/school/division progress reports. Completion: May 2013

2. Developing a UMass Dartmouth International Programs/Study Abroad Underrepresentation plan (see *IIE Networker*, Spring 2011); this specifically concerns underrepresentation in study/research/service abroad. Those less likely to participate

include males, students in technical majors, athletes, students with disabilities, first-generation students, ethnic minority students). Establish targets with timelines, and develop appropriate incentives, programmatic articulations, alternative curricular scheduling, and other means of meeting the plan's targets.

Who's responsible—IPO Director with the IPAC input

Key outcomes/results—Participation goals and mileposts for each student type; incentives and other means of facilitation; buy-in from Provost/Academic Council; compliance with FORUM guidelines

Milestones/completion date—Across AY 2012. Completion: May 2012

Goal 2

Objective 2.2

Facilitate Student Participation in Study/Research/Service Abroad

Facilitate student participation and faculty involvement, by accomplishing the following strategies:

1. Continuing to develop/enhance a "life-cycle" approach to students having a successful study abroad experience, including admissions recruitment, admissions orientation, early development of academic advising plans, and specific advising approvals as the study abroad experience is pending.

Who's responsible—IPO Director and Assistant Director for Study Abroad, with the Associate Provost (Undergraduate)

Key outcomes/results—Units involved (Admissions, New-Student Orientation, Advising, College Liaisons) have structures implemented; buy-in achieved from Provost/Academic Council; progress reports in IPO Annual Reports and special newsletters; participation data, benchmarks, and FORUM standards applied in assessing progress

Milestones/completion date—Across AY 2012 and 2013, with college/school/division progress reports. Completion: May 2013

2. Continuing to develop/enhance IPO programs involving students in campus internationalization.

Who's responsible—IPO Director and Assistant Director for Study Abroad

Key outcomes/results—On-going student activities and student employment opportunities; progress reports in IPO Annual Reports and special newsletters

Milestones/completion date—Program of activities by May of AY 2012; on-going additions. Completion: Duration of the Plan

3. Expanding and systematizing students' access to financial aid for study/research/service abroad.

Who's responsible—IPO Director and Assistant Director for Study Abroad

Key outcomes/results—Systematized procedures and forms; student awareness incorporated in IPO advising and recruitment programs

Milestones/completion date—Completion: May 2012

4. Continuing to develop/enhance IPO protocols for student and faculty preparation, safety, accountability, and legal compliance.

Who's responsible—IPO Director

Key outcomes/results—Systematized regulations and procedures; destination approvals with possible special waivers; student advising and pre-departure orientation; benchmarking and evaluation ensuring compliance with FORUM standards

Milestones/completion date—Completion: May 2012

Goal 2

Objective 2.3

Expand Key Study-Abroad Areas

Specifically emphasize and expand opportunities in three areas of study abroad, by accomplishing the following strategies:

1. Expand means for faculty to engage their students in short-term or full semester/summer faculty led international experiences; target faculty development.

Who's responsible—IPO Director

Key outcomes/results—Workshops training in best practices; facilitating use of study abroad providers; compliance with FORUM guidelines

Milestones/completion date—Across AY 2012 and 2013. Completion: May 2013

2. Encourage participation in our main Exchange Programs, and especially in the Hessen Exchange.

Who's responsible—IPO Director, coordinating with IPAC and with Exchange Program liaisons overseas

Key outcomes/results—Promotional campaign with advisors in schools and colleges including financial aid interface; programmatic curriculum articulations and similar models designed with our Exchange partners.

Milestones/completion date—Especially across AY 2012 and 2013. Completion: Duration of the Plan

3. Develop and support the Lisbon Year-Round Study Center in collaboration with other UMass campuses.

Who's responsible—Chief International Officer and individual identified as Lisbon Program Director

Key outcomes/results—Appointment of Director; administrative infrastructure established including across-UMass curriculum committee; compliance with FORUM guidelines; reports and evaluations of progress following a specific Lisbon Year-Round Study Center implementation Plan

Milestones/completion date—Initial 20 students in Fall 2012, another 20 in Spring 2013; additional targets per Lisbon Year-Round Study Center Implementation Plan, which targets program growth to enrollments

Goal 2**Objective 2.4****Expand the Range and Richness of Offerings**

Ensure students have access to a broad range of study/research/service abroad experiences, by accomplishing the following strategies:

1. Partnering with the Colleges and Schools and the Center for Civic Engagement and with internship and research coordinators in developing international service learning and other experiential learning Study Abroad programs.

Who's responsible—IPO Director and Assistant Director for Study Abroad, with the Associate Provost (Undergraduate) and Assistant Provost for Civic Engagement

Key outcomes/results—Units involved have structures implemented; buy-in achieved from Provost/Academic Council; progress reports in IPO Annual Reports and special newsletters; compliance with FORUM guidelines

Milestones/completion date—Across AY 2012 and 2013, with unit progress reports. Completion: May 2013

2. Partnering with the Colleges and Schools in developing international internship and research opportunities for both undergraduates and advanced students.

Who's responsible—IPO Director and Assistant Director for Study Abroad, with the Associate Provosts (Undergraduate and Graduate)

Key outcomes/results—Units involved have structures implemented; buy-in achieved from Provost/Academic Council; progress reports in IPO Annual Reports and special newsletters; participation data, benchmarks, and FORUM standards applied in assessing progress

Milestones/completion date—Across AY 2012 and 2013, with unit progress reports. Completion: May 2013

3. Developing mixed models for study/research/service abroad including in-person and online modes (that could also include a summer term when students visit the away campus).

Who's responsible—IPO Director

Key outcomes/results—Units involved have structures implemented; buy-in achieved from Provost/Academic Council; progress reports in IPO Annual Reports and special newsletters; compliance with FORUM guidelines

Milestones/completion date—Across AY 2012 and 2013, with progress reports. Completion: May 2013

4. Developing partnership study/research/service abroad models, whereby students from UMass Dartmouth are involved in learning with students in an international university, for example, using across institution team-teaching (for example, with the professor visiting the other institution in break periods).

Who's responsible—IPO Director

Key outcomes/results—Units involved have structures implemented; buy-in achieved from Provost/Academic Council; progress reports in IPO Annual Reports and special newsletters; compliance with FORUM guidelines

Milestones/completion date—Across AY 2012 and 2013, with progress reports. Completion: May 2013

5. Developing team-taught across-institution study/research/service abroad models using online modes (that can be solely on-line but could also include a break or summer term when students visit the other institution).

Who's responsible—IPO Director

Key outcomes/results—Units involved have structures implemented; buy-in achieved from Provost/Academic Council; progress reports in IPO Annual Reports and special newsletters; compliance with FORUM guidelines

Milestones/completion date—Across AY 2012 and 2013, with progress reports. Completion: May 2013

Goal 2

Objective 2.5

Evaluate and assess quality and success of offerings

Ensure high quality and success of programs, by accomplishing the following strategy:

Establishing criteria for their quality and success, as informed by industry standards such as those of the FORUM on Education Abroad and instituting regular, on-going review and continuous improvement processes for all existing programs and tying allocation of resources and approvals for subsequent activities to the results.

Who's responsible—Chief International Officer and Office of Institutional Research and Assessment

Key outcomes/results—Assessment criteria for student program's quality and success identified by program; assessments conducted; findings analyzed; results fed-back for program improvement

Milestones/completion date—Across AY 2012 and 2013, with progress reports. By May 2013 on-going programs will have begun to feed results back for program improvement

Goal 3**Ensure a vibrant international experience for students at all levels by increasing and diversifying the international student presence on campus**

Goal 3 seeks to ensure a vibrant student international experience by increasing and diversifying the international student presence on campus. This is to be accomplished by attracting more international students to our campus, with separate strategies for attracting degree-seeking international students and non-degree or exchange students. A third objective seeks concrete ways of engaging our international students with the overall student body at UMass Dartmouth.

Goal 3**Objective 3.1****Attract More International Degree Students**

Attract more international students to our campus as degree-seeking students, at undergraduate and graduate levels, by accomplishing the following strategies:

1. Developing and implementing a plan for intentional undergraduate degree student enrollments, that will provide effective promotional strategies and communications for recruitment; identify undergraduate as well as graduate "niche program areas" to attract international students (programs that international students do not readily find elsewhere—in the visual arts, for example); and include stable budget allocations and clear roles and responsibilities

Who's responsible—Associate Vice Chancellor for Enrollment Management

Key outcomes/results—A comprehensive enrollment plan with targets, niche programs, and resources; schools/colleges developing focused versions or offerings that include attractive features such as global themes, experiential dimensions, and interactions in US/international student teams

Milestones/completion date—Plan completed May 2012 including enrollment targets for the next three years; those targets accomplished. Completion: May 2015

2. Developing short-term programs or certificate programs to bring potential international students to campus for one semester or in summers/intersession, designed to (a) attract international students who might then decide to enroll as regular degree-students; (b) utilize facilities in summer periods, (c) and generate revenue (a model is a new International Summer Institute program at UMass Lowell).

Who's responsible—Associate Provosts (Graduate and Undergraduate) working with AVC for Continuing Education

Key outcomes/results—Expansion of the Portuguese Summer Program to encompass a broader range of academic fields; piloting of a UMass-Lowell like program (or variant thereof) to see if formal implementation makes sense

Milestones/completion date—Portuguese Summer Program expanded for Summer 2012; Lowell-like program piloted in Summer 2012 and repeated in expanded form in Summer 2013. Completion: Decision Fall 2013 whether to implement permanent program

3. Better utilizing existing pre-program/bridge access programs (Navitas has potential that is not realized; begin to use the UMass China Institute; develop home-grown programs or use other entities).

Who's responsible—Associate Vice Chancellor for Enrollment Management; Associate Provost (Graduate) to engage with UMass China Institute in particular (Director, Allan Guo); IPAC Planning Steering Committee to guide progress

Key outcomes/results—Achieving enrollment numbers and other parameters in the Navitas plan; China Project sending students to UMass Dartmouth; specific plans approved by the Provost; regular reports to IPAC Planning Steering Committee

Milestones/completion date—For Navitas, per Navitas plan; for China Institute, by December 2011 specific agreements and 50 students enrolling by Fall 2012; Spring 2012 progress reports on other involvements

4. Removing obstacles and overcoming limitations—in housing; transportation; friendlier processes designed specifically for international students; streamlined application process; "lack of community" issues; academic support specific to needs of second-language users and students accustomed to different learning approaches; and provision of undergraduate international student financial aid.

Who's responsible—Associate Vice Chancellor for Enrollment Management and Student Affairs leadership, both coordinating with the service units involved

Key outcomes/results—A detailed plan of assessment or needs, planning to meet them, and specific improvements implemented; evaluation of results to show 100% increases in satisfaction and specific links to achievement of enrollment goals in Strategy 3.1.1

Milestones/completion date—Plan completed May 2012; implementation of improvements accomplished. Completion: May 2013

5. Exploring whether out-of-state tuition retention could permit using tuition waivers to reduce the cost to international students with financial need.

Who's responsible—Associate Vice Chancellor for Enrollment Management and Vice Chancellor for Fiscal Affairs, with Director of Financial Aid

Key outcomes/results—Decision whether something is possible and if it is implementation of financial aid process

Milestones/completion date—Decision by December 2011; implementation by May 2012; first students effected Fall 2012

Goal 3**Objective 3.2****Attract More International Exchange/Non-Degree Students**

Attract more international non-degree students to our campus, at both undergraduate and graduate levels, by accomplishing the following strategies:

1. Increasing the number of UMass Dartmouth students who participate in our exchange programs and especially the Hessen Germany Exchange, so that more international students can join us as non-degree exchange students (see Goal 2.3 above); having more summer program students attend for a subsequent semester.

Who's responsible—IPO Director and Chief International Officer, working with exchange partner liaisons and developing new exchange protocols

Key outcomes/results—Exchange partners have a liaison office with procedures and information infrastructure and programmatic support at our partner universities that include facilitated pathways to resources such as housing and curricular planning, support, assistance with foreign visas, etc.; IPO office has needed resources; participation data, benchmarks, and FORUM standards applied in assessing progress

Milestones/completion date—UMass Dartmouth student FTE participating in Hessen Exchange 10 in AY 2012, 20 in AY 2013, and 30 thereafter; total UMass Dartmouth students FTE participating in exchanges 20 in AY 2012, 35 in AY 2013, and 50 thereafter

2. Developing institution-institution partnerships that include student exchange

Who's responsible—IPO Director and Chief International Officer

Key outcomes/results—New partnerships that offer robust opportunities and promise significant student participation; piloted for one-two years before formally adopted

Milestones/completion date—Total UMass Dartmouth students FTE participating in exchanges 20 in AY 2012, 35 in AY 2013, and 50 thereafter

Goal 3**Objective 3.3****Engage Our International Students**

Enhance the potential of degree and non-degree international students to influence our campus, by accomplishing the following strategies:

1. Implementing a Certificate in United States Studies for non-degree international exchange students that will record their participation ensure their involvement as a group and with other students on campus.

Who's responsible—Chief International Officer and IPO Director submitting recommendation to Associate Provosts (Undergraduate and Graduate)

Key outcomes/results—findings of 80% satisfaction among incoming exchange students and 80% satisfaction or other positive impact among the affected UMass Dartmouth students; successful use of this option in recruiting new incoming exchange students

Milestones/completion date—Recommendation submitted April 2011; curriculum action during fall 2011; spring 2012 incoming exchange students first participants

2. Developing other programs and activities for effectively integrating degree and non-degree international students on campus for maximum cross-cultural impact on other students and the overall campus community.

Who's responsible—Office of the Provost/Academic Council and Student Affairs, identifying specific implementers given the nature of the projects

Key outcomes/results—new programs/activities designed and implemented; successful use of these opportunities in recruiting new incoming exchange students

Milestones/completion date—three new programs in place by fall 2012

Goal 4**Foster international collaborative research in areas of global significance; encourage and support international faculty experiences**

Goal 4 encourages and supports faculty international collaborative research and other faculty international engagement in areas of global significance. Objectives and strategies are designed to encourage international collaborative research that has international dimensions and research into international issues through a number of specific objectives; to create policy guidelines, model templates, and streamlined processes to facilitate faculty international activities; and to utilize more fully existing partnerships and exchange agreements at UMass and UMass Dartmouth.

Goal 4**Objective 4.1****Encourage International Collaborative Research**

Encourage international collaborative research in areas of global significance, by accomplishing the following strategies:

1. Challenging the Schools and Colleges to emphasize and support research that has international dimensions and research into international issues

Who's responsible—Chief International Officer assisted by IPO Director and coordinating with Deans, the Assistant Vice Chancellor for Research, and Provost/Academic Council

Key outcomes/results—Initial result, college/school plans with targets and goals (separate ones for research that has international dimensions and research into international issues); periodic reports on progress; then, accomplishing the plan in each school/college

Milestones/completion date—Progress reports during AY 2012; research development plans in place by May 2012; implementing their goals and targets. Completion: Duration of Plan

2. Rewarding international engagement, scholarship, and research appropriately in faculty evaluations.

Who's responsible—Provost/Academic Council and faculty leadership

Key outcomes/results—International engagement recognized within departmental criteria for assessment of faculty performance

Milestones/completion date—Completion: May 2012

3. Providing incentives, facilitating international networking, and otherwise developing international grants opportunities.

Who's responsible—Chief International Officer working with Assistant Vice Chancellor for Research and Provost/Academic Council

Key outcomes/results—Developed information resources, incentives, and supports

Milestones/completion date—Completion: May 2013

Goal 4**Objective 4.2****Create Guidelines and Templates**

Facilitate international research and exchanges of faculty by creating policy guidelines, model templates, and streamlined processes to facilitate international travel, international grants, visiting scholar appointments for advanced students as well as faculty, international service on thesis/dissertation committees serving abroad, and other mechanisms.

Who's responsible—Chief International Officer working with Assistant Vice Chancellor for Research and Provost/Academic Council

Key outcomes/results—Developed policy guidelines, model templates, and streamlined processes

Milestones/completion date—Completion: May 2013

Goal 4**Objective 4.3****Utilize Partnerships and Exchanges**

Facilitate international research and exchanges of faculty, by accomplishing the following strategies:

1. Making full use of existing exchange agreements.

Who's responsible—Chief International Officer assisted by IPO Director

Key outcomes/results—Plan with goals and targets for a range of specific international research projects and faculty exchanges; implementation of the plan

Milestones/completion date—Double the number of faculty participants in year one, triple in year two, incremental increases thereafter

2. Developing institution-institution partnerships that include faculty research.

Who's responsible—Chief International Officer assisted by IPO Director and working with Provost/Academic Council and Deans as appropriate

Key outcomes/results—Plan with goals and targets for institution-institution partnerships that include faculty research; implementation of the plan (included is on-going partnership development with ITT in India)

Milestones/completion date—ITT Partnership implemented AY 1012; two additional major partnerships by May 2014

Goal 5**Become an internationally engaged campus by developing appropriate institutional strategic projects and partnerships for international outreach and development (that involve students and faculty)**

Goal 6 seeks to have UMass Dartmouth become a more internationally engaged campus by developing appropriate institutional strategic partnerships and projects for international outreach and development. A major objective is to challenge the many units that contribute to our signature institutional commitment to community and regional outreach to extend their reach by adding an international component to their work, especially in areas of sustainability, global citizenship, and social/economic development. Another objective is to participate more fully in existing international outreach projects and partnerships on other UMass campuses.

Goal 5**Objective 5.1****Extend Outreach Programs**

Extend our signature institutional commitment to outreach with appropriate global dimensions, by accomplishing the following strategies:

1. Challenging existing UMass Dartmouth outreach/service programs to add an international component to their work, especially in areas of sustainability, global citizenship, and social/economic development (don't just “bring the world to UMass Dartmouth”; “engage UMass Dartmouth in world”).

Who's responsible—Chief International Officer assisted by Chancellor/Leadership Team and working with Provost/Academic Council as appropriate

Key outcomes/results—Plan identifying outreach programs that will commit to adding an international dimension, with goals and targets for each; implementation of the plan

Milestones/completion date—Three significant programmatic extensions piloted by spring 2012 and made permanent thereafter

2. Developing key partnership arrangements with higher education institutions overseas based on Areas of Key Emphasis (per Strategy 1.4.2 and coordinated with Strategy 4.3.2).

Who's responsible—Chief International Officer assisted by IPO Director and working with Provost/Academic Council and Deans as appropriate

Key outcomes/results—Plan with goals and targets for institution-institution partnerships that include outreach in sustainability, global citizenship, and social/economic development; implementation of the plan

Milestones/completion date—three major partnerships by May 2014

Goal 5**Objective 5.2****Engage in UMass Projects**

Expand the range and influence of UMass Dartmouth's international outreach by engaging with international outreach projects at other UMass campuses (examples include the UMass China Institute and social development projects at UMass Boston and UMass Worcester).

Who's responsible—Associate Provost (Graduate) to engage with UMass China Institute in particular (Director, Allan Guo) and other officials at the UMass level; IPAC Planning Steering Committee to guide progress

Key outcomes/results—Specific plans approved by the Provost; regular reports to IPAC Planning Steering Committee

Milestones/completion date—By December 2011 specific agreements with the UMass China Institute; Spring 2012 progress reports on other involvements. Completion: Goal is significant engagement in three projects in addition to the China Institute by Spring 2013

Goal 6**Ensure the long-range development of campus internationalization through campus leadership, provision of resources, and determining strategic global emphases**

Goal 6 concerns building a campus perspective on international programming and providing leadership and resources. Objectives and strategies are designed to ensure continuing campus commitment by engaging campus units and holding them responsible for results; to ensure continuing campus leadership by recommending clear roles and responsibility that leaders need to fulfill; to improve governance by formalizing permanent structures in appropriate places; to determine programmatic priorities for the campus as a whole, that the campus will commit to seeing fulfilled; and to provide stable, dedicated resources through proposed allocation methods.

Goal 6**Objective 6.1****Ensure campus commitment**

Engage the campus in considerations of pursuing internationalization as a means of realizing institutional goals, by accomplishing the following strategies:

1. Seeking formal adoption of the *International Programs Mission Statement for UMass Dartmouth*.

Who's responsible—IPAC Planning Steering Committee to recommend this action

Key outcomes/results—Approved and distributed policy

Milestones/completion date—Completion: November/December 2011

2. Distributing the International Programs Strategic Plan widely, together with perspectives from such benchmarking statements as NAFSA's Definition of Comprehensive Internationalization (Hudzik, 2011) and other relevant statements of purpose and commitment.

Who's responsible—IPAC Planning Steering Committee, referring to Faculty Senate

Key outcomes/results—Activities such as brown bag sessions, Senate briefings, Provost/Academic Council discussions, and NFI presentations resulting in broad campus awareness

Milestones/completion date—Sessions in Fall 2011; other sessions in Spring 2012. Completion: May 2012

3. Challenging each department, center, and service unit on campus to engage with internationalization, as appropriate to its own mission and functions and holding them responsible for results.

Who's responsible—IPAC Planning Steering Committee

Key outcomes/results—Commitment by each unit to pursue internationalization among its priorities for success and specifically to engage other aspects of the International Programs Strategic Plan
Milestones/completion date—"Challenges" issued October 2011; progress reports from Schools and Colleges December 2011; reports of plans May 2012. IPAC Planning Steering Committee to review progress and establish new milestones for subsequent years. Completion: Duration of the Plan

Goal 6

Objective 6.2

Ensure campus leadership

Initiate a process whereby the campus decides on appropriate leadership for campus internationalization and implements it. One UMass Dartmouth top administrator should have campus internationalization as a key responsibility in her or his portfolio. (This recommendation does not take a stand on where this person would sit in the campus organization nor whether this would represent a modification to a present position or be a new position.) Specifically, the identified administrator should have the responsibilities of envisioning and leading international initiatives that further the overall mission of the university. This person will oversee implementation of the International Programs Strategic Plan and work with the campus in subsequent planning as appropriate; represent the campus on the UMass International Relations Advisory Committee; and lead in the development of campus internationalization by providing leadership to assist campus stakeholders to infuse international and comparative perspectives throughout the teaching, research, and service activities of the campus.

Who's responsible—IPAC Planning Steering Committee with input from Provost/Academic Council and Chancellor/Leadership Team

Key outcomes/results—One administrator identified as having leadership in campus internationalization as a main job; other positions and reporting relationships created or modified; job descriptions that reflect needed roles and responsibilities

Milestones/completion date—Proposal of specific structures to Chancellor/Leadership Team by December 2011; new roles and responsibilities assigned and hiring timing set (if hiring is decided on).

Goal 6

Objective 6.3

Improve governance structures

Implement permanent governance structures for campus internationalization. The current International Programs Advisory Committee [IPAC] is not a permanent committee. (a) UMass Dartmouth will identify within the structure of faculty governance a body or "council" that will be concerned with campus internationalization. This body should include both faculty and appropriate administrative representatives (specifying that among the administrative participants should be the Associate Provost for Graduate Affairs, the Associate Provost for Undergraduate Affairs, the Associate Vice Chancellor for Student Affairs or a designee, and the Director of the International

Programs Office). IPAC will cease to operate upon the formation of this new group. (b) Each college will identify one or more persons to act as a liaison for college internationalization, one of whom would represent the college on this committee or council. The liaisons will assist the college in implementing its international activities. The college liaisons will meet as appropriate with the Director of the International Programs Office and the campus administrator identified in Objective 1.2 above and should be invited to be members of appropriate coordinating/implementation committees. (c) Sub-groups and ad-hoc committees will do much detail work for the permanent committee.

Who's responsible—IPAC Planning Steering Committee forwards proposal to appropriate campus bodies

Key outcomes/results—formation of a permanent as opposed to ad hoc advisory "council" and establishing responsibilities in the schools and colleges through such roles as "liaisons"

Milestones/completion date—Completion: Spring 2012

Goal 6

Objective 6.4

Determine programmatic priorities

Develop a campus-level plan for global programmatic emphases that both capitalizes on existing campus interests and strengths and guides decisions about new programming, by accomplishing the following strategies:

1. Further understand institutional potentials by
 - a. surveying faculty and staff about their current international involvements, interests, and future goals;
 - b. reviewing current international activities that could be used as a base for additional activities and be joined in new collaborations; and
 - c. using faculty and staff as a resource, both those with origins in other countries and those engaged in global research, service, and teaching.

Who's responsible—IPO Director

Key outcomes/results—Detailed knowledge of current activities and programs; working knowledge of activities under development or consideration; inventory of faculty and staff interests and potential contributions

Milestones/completion date—Surveys and other information-gathering and designing of a database by December 2011; inventory database completed by June 2012; thereafter, keeping the information current. Completion: Duration of the Plan

2. Identify key international emphases for the campus (such as emerging economies; emerging democracies; social and legal sustainability; sustainable economies; sustainable environmental practices) and key geographical areas in which to pursue them.

Who's responsible—IPAC Planning Steering Committee to form a special Task Group, co-chaired by a faculty member selected by the Faculty Senate and the Chief International Officer; IPO Director to contribute information

Key outcomes/results—A plan that identifies key international emphases and geographical areas; the plan to be used to guide enhancement or development of programming; resources identified to invite consultant(s) or facilitator(s)

Milestones/completion date—Wide discussion of issues and options during AY 2012; formal plan reviewed during Fall 2012 and adopted during Spring 2013. Completion: May 2013 with subsequent renewal and updating

Goal 6

Objective 6.5

Provide Stable and Dedicated Resources

Recommend how to provide stable, dedicated budgetary resources to internationalization efforts. Among the models to explore is one that targets portions of appropriate revenue streams (e.g., a portion of tuition/fees paid by international students) as funding for internationalization. Dedicate study-abroad revenues earned in excess of costs to return to colleges/departments to support internationalization efforts, scholarships for future Study-abroad students, and so forth.

Who's responsible—IPAC Planning Steering Committee making proposals to Chancellor/Leadership Team and Vice Chancellor for Fiscal Affairs; IPO Director for IPO resources

Key outcomes/results—Guidelines for uses of the Chancellor's 50K IPO international programs fund; established budget processes with appropriate dedication of revenues

Milestones/completion date—established budgetary processes developed in FY 2012 and in use for FY 2013. Completed September 2012.

Monitoring Progress and Renewing the Plan

Ensure continuing progress and successful implementation by

1. Referring the final plan, as prepared by IPAC and with the academic portions recommended by the Faculty Senate, for campus implementation.

Who's responsible—Chief International Officer and IPAC, bringing the plan to the Provost/Academic Council and Chancellor/Administrative Team

Key outcomes/results—Plan accepted

Milestones/completion date—A "green light" to proceed with steps to implement, October 2011

2. Receiving required plan documents and proposals as well as progress reports; and, annually, assessing progress and updating the plan as items are accomplished.

Who's responsible—IPAC Planning Steering Committee

Key outcomes/results—Reviewing documents, reports, and proposals received and responding as needed; forwarding items for action; reminding people responsible if something is late; monitoring progress and recommending adjustments as needed

Milestones/completion date—IPAC Planning Steering Committee to maintain a spreadsheet with deadlines and a "tickler" function. Plan revised yearly; progress on all strategies assessed quarterly. Completion: Duration of the Plan

3. Reporting on progress to the wider UMass Dartmouth community.

Who's responsible—IPAC Planning Steering Committee

Key outcomes/results—Comprehensive progress reports and special reports of achievements

Milestones/completion date—Progress reports twice yearly. Completion: Duration of the Plan

Appendices

Appendix A

International Programs Advisory Committee, Academic Year 2010-2011

Committee Members

Kristen Kalbrener, Director, International Programs Office and Chair of Committee
Richard Panofsky, Assistant Chancellor and Strategic Planning Facilitator
Magali Carrera, Associate Provost
Grant O' Rielly, Department of Physics and Faculty Senate President - Liaison to Faculty Senate
Michael Baum, Department of Political Science
Jan Bergandy, Department of Computer Science
Xavier Andres Echarri-Mendoza, Department of Foreign Language & Literatures
Royal Hartigan, Department of Music
Joao Rosa, Department of Teaching and Learning
Brian McFarlane, Department of Fine Arts
Richard Golen, Department of Management and Marketing
Christopher Larkosh, Department of Portuguese
Anthony Miraglia, Department of Fine Arts
Tim Walker, Department of History (on sabbatical 2010-2011)
Jeanne Leffers, Department of Community Nursing
Kate Suchon, Department of Management and Marketing

Advisory Members

Cynthia Cummings, Assistant Vice Chancellor for Student Affairs
Ben Taggie, Emeritus, Department of History
Joe Bronstad, Emeritus, Department of Foreign Language & Literatures

Appendix B

Glossary of Abbreviations and Implementation Roles

Strategies are annotated, to assign people responsible, to indicate outcomes or results, and to establish some milestones with a completion date. The following terminology is used:

Who's responsible—

The Plan seeks to indicate responsibility for oversight and often implementation. Many results will require review and approval conducted by the usual and customary campus processes.

Chief International Officer

Administrator with portfolio containing leadership for campus internationalization (role currently held by the Assistant Chancellor for Institutional Research and Assessment).

College/School/Division

These terms will be used to identify the general unit responsible for a task without specifying how the unit will organize itself in addressing it; communications will be to or through the dean/assistant or associate deans or division head.

Chancellor/Leadership Team

The Chancellor, who would bring the matter for consideration to the Leadership Team.

Dean

The Dean, or the Assistant/Associate Dean as assigned, consulting faculty as appropriate; and bringing issues as needed to the Provost/Academic Council.

Faculty Senate

To receive recommendations and issues for action, usually from the IPAC Planning Steering Committee.

IPAC Planning Steering Committee

A sub-committee of the International Programs Advisory Committee, chaired by the Chief International Officer and with the IPO Director as a member. Recommended actions will be reviewed by this group before being forwarded for campus implementation to the Senate, Provost, etc.

IPO Director

Director of the International Programs Office, working with appropriate stakeholders.

Provost/Academic Council

The Provost, who would bring the matter for consideration to the Academic Council.

Task Group

An ad hoc committee of stakeholders identified by the IPAC Planning Steering Committee or by a person identified to chair a Task Group.

Key outcomes/results—

Short phrases are used, as follows. When no particular item is specified, either the criteria are clear from the task, or the responsible group will establish the benchmarks or standards. It is assumed the Mission and Vision Statements, the International Programs Mission Statement, and similar guidelines will be considered without the plan needing to mention them specifically.

Commitment to Student Learning

The statement of the Commitment to Student Learning, to be used as high-level guidance for the activity or project and in evaluating its success.

Definition of Comprehensive Internationalization

The core statement of what internationalization is for a campus, from the NAFSA 2011 publication.

FORUM

Standards of Good Practice in Study Abroad, from the FORUM on Education Abroad

Milestones/completion date—

A milestone is an intermediate product or review step, with a date indicated for its completion. Completion dates are stated when they make sense. Some activities are intended to be on-going and are noted as follows: Completion: Duration of the Plan.

Appendix C**Works Cited**

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