MISSION/PURPOSE: The University of Northern Colorado promotes an appreciation of cultures and nations by supporting teaching, learning, service and research that incorporates international engagement.

Goal 1: Develop a campus infrastructure and the funding needed to implement, coordinate, sustain and grow international engagement.

Outcome: A centralized (university-wide) base-funded infrastructure that supports programs, facilities and staff and keeps pace with growth in international initiatives.

Suggested Strategies:
1. Complete a comprehensive inventory of the activities, initiatives, and support that currently exist on campus as a baseline for measuring progress and identifying areas of good practice.
2. Develop a hub/central administrative office to coordinate international efforts on campus. The leader of this initiative should be appointed at the AVP level. This person should have campus wide responsibility to advocate for and facilitate furthering the internationalization of UNC.
3. Using the Assessment Fellow model (or something similar), create a council to work with the campus director of international initiatives. The council would consist of a faculty member embedded within each college (perhaps with reassigned time for this appointment) and other selected interested individuals.
4. Increase the physical visibility on campus of international initiatives. This might entail larger quarters or other means of highlighting the importance of international dimensions in campus values and culture.
5. Each college will be invited to have an international plan that is consistent with the university-wide vision/structure.

Suggested means of assessment: To be determined.

Goal 2. Engage students with international cultures through curricular, co-curricular and extra-curricular opportunities.

Outcomes:
1. All UNC students will become more aware of other countries, cultures and global issues through coursework and/or co-curricular or extra-curricular experiences.
2. Each program will incorporate an international component into its degree requirements.
3. All UNC students will graduate with knowledge of international issues, events, and cultures.

Suggested strategies:
1. Promote on-campus and local community international opportunities – as examples: buddy programs, study groups, international festivals, internationally-diverse residence
hall floors, work with local refugee populations – through a central coordinator who will ensure that these opportunities are widely publicized.

2. Create a living list of courses (beyond those in LAC Category 7) that have significant international content and/or incorporate international skills and knowledge. Develop an “international certificate” for students who complete at least 15 hours of coursework from the list. The certificate will be noted on the student’s official transcript (this could sometime in the future also serve as a metric).

3. Create an International Research Week to develop and showcase research ideas.

4. Establish an International Professional Mentor Program. UNC students would be paired with professional mentors having international expertise.

5. Sponsor a theme-based contest to develop ideas for UNC’S international specialty.

6. Develop collaborative assignments between UNC and selected international universities.

7. Promote course development and redesign to transform curricular coverage to include an international component. This can be done through providing incentives and/or sponsoring workshops in order to support faculty in this initiative.

8. Increase exit foreign language requirements as appropriate to college/program.

9. Encourage faculty to assess students’ development toward greater international competence as part of their teaching scholarship.

Suggested means of assessment:
1. For undergraduates, a question concerning growth in international awareness could be appended to the current senior survey. Results could be tracked over time.
2. When the co-curricular transcript is launched, the number/proportion of students with entries in the “Global/International Experience” category of the transcript could be tracked over time.
3. Track the number of students who attend “international events” over time to measure increases in participation.
4. Using student learning outcomes at the course or program level that address international knowledge or skills, collect campus-wide data about how well students are meeting these outcomes.
5. Adjudication of International projects at International Research Week.

Goal 3. Strengthen the diversity and presence of international students and visiting scholars at UNC.

Outcomes:
1. Increase participation in the Intensive English Program by an average of 3% each academic year over the next five years.
2. By academic year 2014-15, double the total number of international students at UNC to comprise approximately 5% of all UNC students (with an eventual goal of reaching approximately 10% of all students).
3. By academic year 2014-15, develop and implement an integrated plan to enhance the experiences of visiting scholars in residence, integrate visiting scholars more fully into the student experience, and increase the number of scholars in residence.
4. Increase the diversity of international students, striving for representation from throughout the world.

Suggested Strategies:
1. Recruit local students with international backgrounds from local high schools, community colleges, and English language programs. Sponsor additional campus events that reach out to local immigrant groups.
2. Participate regularly in Fulbright Scholar-in-Residence program to sponsor international scholars at UNC.
3. Work with current partners to increase semester and academic year intensive English participation. Develop ways to involve more UNC domestic students in English language practice.
4. Develop 2+2 dual degree programs with international partner institutions
5. Fund small grants to support innovative ideas to enhance international student experiences on campus as well to increase the engagement of international students in intercultural activities on campus and in the community.
6. Work to increase the visibility and integration of international students through cultural events held on campus.
7. Develop a university-wide plan to recruit international students that includes seeking external funding to support students from less developed regions of the world.
8. Investigate increasing the number of international fee-paying non-degree seeking students to UNC.
9. Develop a protocol for hosting visiting scholars that includes roles and responsibilities and that is widely distributed on campus.

Suggested means of assessment: To be determined.

Goal 4. Increase faculty engagement with international initiatives in the realms of research, teaching and/or service.

Outcomes:
1. Increase faculty and staff engagement in international research by at least 3% every year.
2. Increase faculty and staff engagement in international service by at least 3% every year.
3. Increase faculty international teaching activities by 3%.

Suggested strategies:
1. Establish university funded seed grants dedicated to supporting internationally-focused research, teaching and service projects. (Fundable initiatives could include activities such as travel to visit archives, collaboration with colleagues abroad, attending international conferences, fieldwork, and so forth.)
2. Encourage faculty exchanges with sister universities through campus "swaps" with international peers in same discipline
3. Encourage seeking of international fellowships and grants. Provide support for the application process, and funding to backfill teaching obligations.
4. Assist in the integration of international experiences into faculty career portfolios.
5. Address how international components of faculty and staff work are valued and rewarded.
6. Support faculty led study abroad by encouraging a 1+1 leadership model (first year as “assistant leader,” second year as faculty leader).
7. Create theme based international learning communities among faculty. These could serve to bring together faculty with common research interests, and ultimately develop into initiatives that would be worthy of external funding.

Suggested means of assessment: To be determined.

**Goal 5. Provide every student with the opportunity to study abroad.**

Outcome:
Increase the number of students studying abroad by 10% each year. Study abroad at UNC, which may be short or long term, includes UNC exchanges, faculty led courses, and partnerships with affiliated organizations.

Suggested Strategies:
1. Work with the Foundation to develop endowed scholarship funds to help students with costs incurred in study abroad programs.
2. Create exchange agreements with universities in targeted cities, countries, and regions of the world to help students manage their educations in the most efficient manner.
3. Increase campus awareness of study abroad opportunities and support through outreach. Promote study abroad as part of our recruiting activities.
4. Create a centralized source of information to help students access financial and other kinds of assistance in support of study abroad.

Suggested means of assessment: To be determined.