

**STRATEGIC GOALS FOR INTERNATIONAL EDUCATION AT THE  
UNIVERSITY OF RICHMOND  
January 2006**

**Introduction**

Internationalization of education and co-curricular activities is one of the central values at the University of Richmond. We have created a community of students, staff, and faculty in which cross-cultural and international knowledge, attitudes, experiences and action are part of the present and a heritage for the future. Our mission is to help students develop a world view, see and analyze issues from various perspectives, understand the broad range of human experience and celebrate the diversity of the human spirit. International education is already in many ways integrated into the fabric of this institution.

**Acknowledgements**

We wish to thank members of the Task Force, as well as the many people from across the campus who assessed the present state of internationalization in their respective units and schools and pointed out needs, opportunities, and challenges. Without them we would not be where we are, and certainly could not make plans for expanding the process with the goal of becoming a truly international university.

**Process**

Following a Charge issued by the Provost calling for the creation of a Strategic Plan for Internationalization, a Task Force, including representatives of the faculty, staff, students, and trustees was created. The Task Force was organized into Sub-Committees which focused on Resources, People, and Programs. Upon consultation with professional staff from across the campus and the deans of the five schools, the Task Force created an extensive document, which includes the Mission and Vision of internationalization, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of its present status, and a series of objectives and goals for the future. This document is available at the Office of International Education.

The following are top tier Strategic Goals, Action Steps towards their implementation, and ways of assessing progress in accomplishing the Goals.

**Overarching Objective**

*To promote international education as a core value of the University and to integrate internationalization fully into current and future strategic institutional objectives and initiatives, and thus to move the University to the next level of internationalization – the American Council on Education’s “highly active institution” category.*

## Goals

1. *Create an International Living and Learning Center on campus to bring together the expanding array of international programs and activities for increased synergy and visibility. The Center would provide interactive space for many programs now isolated around the university, such as the International Studies and International Business, Richmond faculty fellows, visiting scholars, various international events (symposia, lectures, seminars), a specialized library, the Office of International Education, the Global House (student residence), the Language Across the Curriculum program, and a Center for English as a Second Language.*

### **Action Steps:**

- Engage faculty, staff, and students in a process to define the specific aims and functions of the Center, and produce a written plan by January 2007.
- Engage Facilities in a concept study to develop a physical location and space design for the Center, with preliminary drawings completed by January 2008.
- Work with Advancement to seek external funding for the Center from both private and public sources, on a schedule that would allow the Center to open by 2012.

**Assessment:** Annual review of progress on action steps and their completion on schedule.

2. *Expand and strengthen the international outlook of the university community, and further internationalize the curricula and programs in each of the University's schools.*

### **Action Steps:**

- Continue Faculty Seminar Abroad biennially as a proven way to broaden the international perspective of faculty.
- Promote recognition of international work (research, teaching and service) in hiring, tenure, promotion, and merit pay increases.
- Expand the Language Across the Curriculum (LAC) program to promote fluency for all students in at least one foreign language, the continuation of international education for students upon return to campus from studying abroad, and the integration of international students into the curriculum.
- Work with Common Ground to fully integrate international students into campus activities and groups in ways that enrich the global socialization of all students.
- Continue funding in support of the development of new courses with significant international content.

**Assessment:** Participation number for each program; measured fluency for LAC; use Common Ground follow-up climate survey to assess international awareness.

3. *Expand study abroad opportunities, interest, and awareness so that all Richmond students become involved in at least one study abroad program. Reach a level of 80% participation by 2010.*

**Action Steps:**

- Develop bi-lateral agreements with top-tier institutions in countries and regions that are under-represented in the current set of partners.
- Evaluate existing exchange partners and consider adjusting those that are less effective in generating student exchanges in relation to the effort/cost of sustaining them.
- Collaborate with the Centers for Civic Engagement, Common Ground, and Career Development to create new opportunities for study abroad/international experiences such as spring/winter breaks abroad that might be course based, service based, and/or internship based.
- Provide need-based financial aid to make summer study abroad available to students who are unable to study abroad during the academic year due to constraints of certain academic programs or athletic commitments.
- Develop some international summer exchange programs that make it possible to exchange individual students and groups going to partner institutions in the summer for visiting students during the academic year and vice versa.

**Assessment:** Evaluate annually the number, budgets, geographic representation, quality, and availability of all study abroad opportunities. Survey Richmond students for reasons they do/don't study abroad, and adjust opportunities available as needed to make an international experience accessible to all students who seek it. Annually track the number of students participating in each of the options available for an international experience.

4. *As an important way of creating greater diversity and consequently enriching the living and learning communities at the University, increase the geographical representation among international students and their numbers by 2011 to 10% of the student body. Accomplish this through expanded recruitment of both degree-seeking and exchange students (Note: to achieve 10% representation, about half must be exchange students unless it becomes possible to recruit more degree-seeking students without great financial aid need.)*

**Action Steps:**

- Develop articulation agreements with institutions abroad, to serve as feeder schools for undergraduate, graduate, and law degree programs.
- Expand financial aid available to international students so as to support the full need of a minimum of 25 entering students per year by 2010. (Based

on a class size of 765, 25 would equal 3% of the student body and based on current average need, would require an additional \$2 million in the annual financial aid budget).

- Review the current geographic distribution among international students and work purposefully toward a strategically determined representation of regions and countries. Consider especially the emerging markets of Chile, Brazil, Mexico, China, South Korea, India, Turkey, UAE, Poland, and South Africa.
- Leverage the increased exchange opportunities planned for Richmond students under Goal #3 to recruit and enroll more foreign exchange students.
- Expand the number of funding organizations and programs through which visiting international students are brought in beyond the Soros Foundation's Open Society Institute and State Department's JFDP program.

**Assessment:** Annually track the number and geographic origins of degree-seeking and exchange students and evaluate these results in relation to specific recruiting methods; also track the amount and sources of financial aid available and whether it was applied effectively to serve the goal.

5. *Define and fund a position for an Associate Dean of International Education to support the implementation of the strategic goals. While administrative and organization skills will be important, an Associate Dean with an academic background would be especially effective as the principal liaison with University faculty for implementation of Goal #2.*

**Action Steps:**

- Work from the recent study of OIE staff and operations to prepare a job description, rationale, and space arrangement for the position by the end of the 05-06 academic year.
- Submit the funding proposal to Program Improvement for the September 06 deadline, and consult with Advancement on alternative courses of funding as a back-up.

**Assessment:** Position filled by July 1, 2007.