



**CENTER FOR INTERNATIONAL  
STUDIES AND PROGRAMS**

THE UNIVERSITY OF TOLEDO

## **Center for International Studies and Programs Strategic Plan**

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**Strategic Plan**  
**Center for International Studies and Programs**  
**The University of Toledo**

**CISP Mission Statement**

The Center for International Studies and Programs (CISP) supports internationalization by creating links among students, scholars, faculty, staff, and the community that foster cross-cultural understanding and appreciation. The Center encourages global citizenship through innovative education, student and scholar exchanges, and cultural programs.

**CISP Vision Statement**

The Center for International Studies and Programs is committed to cross-cultural interaction, global engagement, and a more rewarding human experience.

**Definitions of Our Strategic Planning Terms**

**Goals** are more specific, measurable outcomes that contribute to the attainment of objectives.

**Objectives** are broad, aspirational outcomes that we seek to achieve as we fulfill our mission.

**Strategies** are the overall approaches used to achieve objectives and goals. These will be achieved through specific tactics or activities.

**Metrics** represent the measures, data, and evidence upon which our success in attaining objectives and goals will be assessed. Each metric should have a target level and target date at which and by when we aim to accomplish each goal.

**Core Values**

**Compassion, Professionalism and Respect:** Treat every individual with kindness, dignity and care; consider the thoughts and ideas of others inside and outside of the University with a strong commitment to exemplary personal and institutional altruism, accountability, integrity and honor.

**Discovery, Learning and Communication:** Vigorously pursue and widely share new knowledge; expand the understanding of existing knowledge; develop the knowledge, skills and competencies of students, faculty, staff and the community, while promoting a culture of lifelong learning.

**Diversity, Integrity and Teamwork:** Create an environment that values and fosters diversity; earn the trust and commitment of colleagues and the communities served; provide a collaborative and supportive work environment, based upon stewardship and advocacy, that adheres to the highest ethical standards.

**Engagement, Outreach and Service:** Provide services that meet students' and regional needs and where possible exceed expectations; be a global resource and the partner of choice for education, individual development and health care, as well as a center of excellence for cultural, athletic and other events.

**Excellence, Focus and Innovation:** Strive, individually and collectively, to achieve the highest level of focus, quality and pride in all endeavors; continuously improve operations; engage in reflective planning and innovative risk-taking in an environment of academic freedom and responsibility.

**Wellness, Healing and Safety:** Promote the physical and mental well-being and safety of others, including students, faculty and staff; provide the highest levels of health promotion, disease prevention, treatment and healing possible for those in need within the community and around the world.

## **Organizational Structure**

The Center for International Studies and Programs houses multiple programs and departments, united through their desire to provide excellent services and programs to our domestic and international students, faculty, research scholars, and staff, as well as to function as a driving force in promoting internationalization to the campus community and the community at large.

### **CISP Departments *(in alphabetical order)***

#### **American Language Institute (A.L.I.)**

The intensive English program on campus, the A.L.I. prepares international students for success in the academic environment by teaching reading, writing, listening, speaking, and grammar to non-native speakers of English.

#### **Confucius Institute (CI)**

The Confucius Institute is committed to serving the region of Northwest Ohio by providing education in Chinese language and culture, the development of and enhancing China-related scholarly research/discovery, academic programs, and educational/training programs that support business outreach/engagement, and offering opportunities for cultural exchanges between China and the United States of America.

#### **Education Abroad**

Provides an opportunity for international academic activity that advances a student's academic and professional growth. Programs range from short-term, to semester, to year-long durations in over 40 host countries. Opportunities can include classroom study, internships, service learning, co-op, and volunteering.

#### **Office of International Student and Scholar Services**

The Office of International Student and Scholar Services contributes to the cultivation of a culturally competent student body and campus. This office supports the international population at the university through education, immigration, exchange, and opportunities to expand cultural understanding.

# Goal 1: Internationalizing the Curriculum

Provide leadership at UT to expand the integration and promotion of international and intercultural perspectives in programs of study.

**Objective 1:** Develop and expand international and intercultural perspectives into the curriculum and co-curriculum.

**Metric 1:** Number of Colleges and Departments that infuse international and intercultural curriculum in their educational offerings to students

**Metric 2:** Number of faculty and proportion of international and intercultural curriculum

**Metric 3:** Number of service units that provide institutional support for integration of international and intercultural curriculum

**Metric 4:** Number of majors with required international component and total enrollment in those majors

**Metric 5:** Number of minors with required international component and total enrollment in those minors

**Objective 2:** Facilitate the delivery of international programs such as workshops, lectures, and brown bags for the development of student, faculty, and staff international and global competencies.

**Metric 1:** Number of international visitors and types of programming offered for students, faculty, and staff to engage with the guests.

**Metric 2:** Number of students, faculty, and staff who attend the programs.

**Metric 3:** Assessment from international visitors on the impact of their visit and program.

**Metric 4:** Assessment from students, faculty, and staff on the impact of the international visitors visit and program.

**Metric 5:** Number of events and activities that promote international education and exchange opportunities (IEW, Education Abroad Expo)

**Objective 3:** Recognize international faculty and students as valuable contributors towards campus globalization through curriculum and co-curriculum by soliciting their feedback.

**Metric 1:** Assessment from international students on campus climate and curriculum global engagement

**Metric 2:** Assessment from international faculty on campus climate and curriculum global engagement

**Metric 3:** Number of international faculty and students contributing in curricular and co-curricular annual programs.

Example Initiatives: Unified tracking of campus-wide international events and programs, USAC Curriculum Integration project, improved tracking of course equivalencies and relevancy, provide faculty and advisor workshops through Faculty Task Force to articulate the knowledge of education abroad programs, administrative structures, and also to learn about their students and programs, create advising materials for colleges, majors, minors, and general core requirements, focus on STEM disciplines, and improve collaboration with STEM academic units, publicity of international specializations (Africana studies), and Global Certificate.

## Goal 2: International Student Recruitment and Retention

CISP is committed to innovation and leadership in international student support through its Intensive English Program and UT Explorers before, during, and after matriculation. Together with the Office of International Admission, CISP is committed to ethical and sustainable recruitment practices.

**Objective 1:** Promote academic and cultural support for international students before, during and after matriculation.

**Metric 1:** Feedback from pre- and post-matriculation international students and their faculty

**Metric 2:** Total funding allocated to international student academic and cultural support.

**Metric 3:** Number and profiles of international students participating in target support programs, activities or events (e.g. A.L.I., Writing Center, Tutoring Services, International Student groups, OISSS workshops, and UT Explorer events).

**Example Initiative(s):**

Collection of survey data from students to develop FAQ materials to be posted on OISSS website.

Strengthening the relationship with the Writing Center to allow for an extension of services to A.L.I. students.

**Objective 2:** Support coordination among UT offices that are directly involved in international student support and recruitment: CISP, OISSS, A.L.I., International Admissions, College of Graduate Studies, Health Science Campus, Writing Center.

**Metric 1:** Review, Establishment of organizational structures to ensure smooth communication and effective support of international students.

**Example Initiative(s):** Formation of an International Student Support Work Group that includes all on-campus support systems to build a support structure that is available to all international students (and faculty) at the university, regardless of their level of study (A.L.I., Undergraduate, Graduate, Faculty).

**Objective 3:** Support strategically targeted international students recruitment, as executed by the Office of International Admissions, in collaboration with college deans, the Provost, and the President.

**Metric 1:** Total number of A.L.I., Undergraduate, and Graduate students recruited each year.

**Metric 2:** Number and nature of articulated agreements (MoUs) for international student matriculations (e.g. 19th High School Qingdao Exchange) and number and nature of participating students.

**Metric 3:** Feedback from pre- and post-matriculation international students.

**Metric 4:** Integrate Print, Digital, and Travel Recruitment activities for all levels of student recruitment (A.L.I., Undergraduate, Graduate/Professional).

**Example Initiative:** Purchasing of targeted lists from ETS for direct marketing to admissible students. Cost-share of funding for international recruitment trips to targeted countries and demographics.

## Goal 3: Education Abroad and Exchange

Provide leadership and support at UT by encouraging administrator and faculty support, and increasing student and faculty involvement to produce educated global citizens through diverse and quality international programs.

**Objective 1:** Increase student participation in global initiatives.

**Metric 1:** Total number of student participants in education abroad (including underrepresented), with majors/minors and with a required international component

**Metric 2:** Total number of student participation for credit and non-credit courses, enrolled in Global Studies or other international alternative learning programs

**Metric 3:** Total number of administrative, academic, and service units that promote education abroad.

Example Initiatives: Implement Terra Dotta software, improve campus-wide support through Education Abroad Faculty-Led Task Force and Education Abroad Advisory Board (Administration), increase visibility, and encourage faculty, staff, and student alumni to assist with student recruitment.

**Objective 2:** Support and sustain partnerships and exchanges to increase education abroad offerings for inclusiveness and diversity including: short-term faculty-led programs, exchange programs, affiliate/partner programs, internships, practicums, co-ops, service learning, volunteering, and research (credit and non-credit).

**Metric 1:** Total number of faculty-led, exchange and affiliate/partner programs

**Metric 2:** Total number of international internship, practicums/co-ops, international research and volunteer programs (medical mission trips).

**Metric 3:** Review evaluations from each program type.

**Metric 4:** Faculty Task Force and Education Abroad Advisory Board for evaluations of quality of international partnerships and exchanges.

Example Initiatives: Improve faculty-led proposal process and support, provide faculty-led workshop, join International Student Exchange Program (ISEP), collaborate with academic and service units through Education Abroad Advisory Board and Education Abroad Faculty Task Force, and provide faculty and staff recognition for those who are leading faculty-led programs or who are supporting the internationalization of the campus.

**Objective 3:** Increase funding to Education Abroad.

**Metric 1:** Total funding allocated for education abroad programming

**Metric 2:** Average Cost per program type

**Metric 3:** Total number of UT scholarships by College, through Endowment/Advancement/ Alumni and community scholarships.

Example Initiatives: Collaborate with Colleges/Departments units to investigate additional scholarships, collaborate with the Alumni/Advancement Offices, provide faculty funding and support for education abroad programs (Kohler), provide venues or events to raise scholarship money for students.

**Objective 4:** Improve education abroad quality through assessment and evaluation.

**Metric 1:** Survey each program type for program quality and academic learning outcomes

**Metric 2:** Faculty Task Force evaluation of program quality during faculty-led program approval process and for evaluation of quality of education abroad.

**Metric 3:** Measure the retention and graduation rates of students who study abroad, and link the data with the institutional graduation goals and mandates.

Example Initiatives: Implementation of Education Abroad software for built-in surveys for students and faculty.

## **Goal 4: Confucius Institute Development Strategy**

The Confucius Institute (CI) at The University of Toledo is committed to serving the region of Northwest Ohio by providing education in Chinese language and culture, the development of and enhancing China-related scholarly research/discovery, academic programs, and educational/training programs that support business outreach/engagement, and offering opportunities for cultural exchanges between China and the United States of America.

**Objective 1:** Promote Chinese language and cultural experience for both domestic and international students, faculty and staff on campus.

**Metric 1:** Number of Chinese cultural events organized throughout the academic year.

**Metric 2:** Number of Credit and Non-credit Chinese language and culture courses offered by Confucius Institute every year.

**Metric 3:** Number and profiles of students participating in various Confucius Institute programs, activities or events.

**Metric 4:** Feedback from surveys on students, faculty and staff regarding their CI experience.

**Example Initiative(s):** Offer Non-credit class “Chinese Culture – Special Topics”. The course objective is to educate people on how to better interact with Chinese people.

**Objective 2:** Help Education Abroad office to increase students, faculty and staff participation in education abroad programs from and to China.

**Metric 1:** Number of students, faculty and staff that travels to China through various Confucius Institute supported initiatives.

**Metric 2:** Number of students, faculty and staff visitors traveling from China to UT through various Confucius Institute supported initiatives.

**Metric 3:** Number of deans and chairs Confucius Institute meets with to better promote Confucius Institute programs and look for potential collaboration.

**Metric 4:** Feedback from surveys on students, faculty and staff regarding their experience with CI

**Example Initiative(s):** Short-term faculty-led programs to China with a Chinese language and culture component integrated.

**Objective 3:** Increase and support community involvement regarding Chinese language and cultural programs, activities, and events.

**Metric 1:** Number of community programs, activities, and events sponsored every year.

**Metric 2:** Number of Toledo Public Schools and other schools that offers Chinese courses every year.

**Metric 3:** Number of community participants for various Confucius Institute programs, activities, and events.

**Metric 4:** Number of marketing materials/newsletters published in local/international media regarding CI initiatives



**Example Initiative(s):** Participate in the Dragon Boat Festival every summer, educate the community about festivals and traditions in China, and encourage people to participate in various Chinese programs offered by Confucius Institute in order to have a better understanding of the Chinese culture.

## Goal 5: English as a Second Language Development

The American Language Institute at The University of Toledo is dedicated to the linguistic success of incoming international undergraduate and graduate students. The institute provides English as a Second Language instruction to its student population using a variety of traditional textbooks, multi-touch eTextbooks, experiential learning opportunities (robotics, outdoor education), and traditional classroom instruction.

**Objective 1:** Increase diversity of the enrolled student population through corroborative with and targeted recruitment by International Admissions.

**Metric 1:** Match the total Custoida of the Two Holy Mosques Scholarship Program enrollment with non-Arabic-speaking students on a 1:1 basis to increase linguistic and cultural diversity.

**Objective 2:** Develop curriculum with students' learning objectives for each level, implement an unified syllabus for each course and grading system, and design students' proficiency-based advancement methods with exit tests, to be available by fall 2016.

**Metric 1:** Have available revised ALI policies, faculty and student handbooks and in-house advancement exit tests in fours skills: listening, speaking, reading, and writing, by Fall 2016.

**Objective 3:** Develop and implement curriculum and testing to advance speaking and listening skills

**Metric 1:** Add a speaking skills assessment tool, as a complement to Accuplacer, for placement purpose, to be available by Fall 2016

**Metric 2:** Have available assessment methods and rubric for speaking skill, by fall 2016

**Objective 4:** Pursue accreditation by CEA (Commission on English Language Accreditation) by Fall 2017.

**Metric 1:** Complete site visits and accreditation workshop by the end of Fall 2015.

**Metric 2:** Complete self-study by May 2017.

**Metric 3:** Complete accreditor's site visit during academic year 2016-2017.

**Metric 4:** Receive one-year accreditation by end of summer 2017.

**Metric 5:** Receive full accreditation by end of summer 2018.

**Objective 5:** Develop and maintain instructional excellence as established by the annual university assessment report.

**Metric 1:** Maintain a 90% matriculation rate of students to the university.

**Metric 2:** Maintain a 90% retention rate of performing students.

**Metric 3:** Maintain a rigorous and innovative professional development process for faculty with a 16-hour annual commitment to self-improvement.

## Goal 6: International Collaboration, Research, and Education Development

CISP is dedicated to leadership, direction, and responsibility in developing sustainable international partnerships and activities within the University.

**Objective 1** Grow sustainable student, scholar, and faculty research and innovation which enhance the mission and vision of the University.

**Metric 1:** Total number and nature of external funding dollars in direct support of international partnerships that advance research, scholarship, and education

**Metric 2:** Total amount of internal funding in direct support of international partnerships that advance research, scholarly and creative activity

Example Initiative: Applying for grant seed funding to leverage UT's international partnership with Haiti's American University of the Caribbean and local NGO's to develop opportunities for faculty and graduate students to conduct training and field research in service learning, engineering, nursing, and research methodology.

**Objective 2:** Assess student, scholar, and faculty participation as well as profiles of researchers.

**Metric 1:** Total number and duration of active and sustainable international partnership agreements which support student, scholar, and faculty

**Metric 2:** Total number and profiles of faculty and students engaged in international partnerships or collaborations that advance their research, scholarly and creative activity

**Metric 3:** Total number and profiles of international visiting scholars who are invited to engage in research, teaching, scholarly, and creative activity with UT faculty

Example Initiative: Promote and highlight international collaboration.

**Objective 3:** Promote local faculty and student research, scholarship and creative activity that is international in focus, design or scope.

**Metric 1:** Number and profiles of faculty who tag their research, scholarly and creative activity as 'Global Engagement' within the 'Digital Measures' portfolio system

**Metric 2:** Feedback on institutional support for international research, scholarly and creative activity

**Metric 3:** Total amount of internal funding in direct support of international research, scholarly and creative activity

**Metric 4:** Number and nature of grants and external funding dollars in direct support of international research, scholarly and creative activity

Example Initiative: Coordinating and implementing grant funding proposals in support of international research and scholarly initiatives via the Director of International Partnerships within the Center for International Studies and Programs.

**Objective 3** Support and encourage faculty and student research, scholarly and creative activity which contributes to the internationalization of The University of Toledo community.

**Metric 1:** Number of UT publications and creative work in direct support of internal internationalization efforts

**Metric 2:** Total amount of internal funding in direct support of international research, scholarly and creative activity that contributes directly to the internationalization of The University of Toledo community

**Metric 3:** Number and nature of grants and external funding dollars in direct support of international research, scholarly and creative activity that contributes directly to the internationalization of The University of Toledo community

**Metric 4:** Level of research collaboration within laboratories, programs, and projects with internationally ranked institutions

Example Initiative: Offering targeted grant funding via the Strategic Internationalization Grant (SIG) Initiative to support international research conferences, education abroad, and research projects among faculty and students.

#### Implementation Schedule

Fiscal year 2016 Director, International Partnerships and Grants

Fiscal year 2017 Strategic Internationalization Grant (SIG)

Fiscal year 2018 International partnership with the Haiti's American University of the Caribbean and local NGO's

## Goal 7: International Employee Sponsorship and Retention

Office of International Student & Scholar Services ("OISSS") is committed to innovation and leadership in the sponsorship and retention of international faculty and staff by providing informative and quality services such as orientation, ongoing education, and continual support to foreign national employees and sponsoring global stakeholders at University of Toledo.

**Objective 1:** Orient new and incoming foreign nationals to the federal rules and regulations that govern their stay in nonimmigrant status and encourage successful adjustment.

**Metric 1:** Number of H-1B employees who complete the H-1B orientation/workshop.

**Metric 2:** Feedback from the international faculty and staff regarding the materials and presentation of the H-1B orientation/workshop.

Example Initiative(s): Provide a new hire orientation for all new incoming employees who hold H-1B status. Review of federal rules, regulations, and employee obligations will be discussed to provide quality assurance measures and compliance under federal law.

**Objective 2:** Educate departmental stakeholders about the federal regulations and internal procedures that govern employer sponsorship under the H-1B and/or Permanent Residency program to promote employee retention and promote internationalization.

**Metric 1:** Number of meetings with departmental stakeholders and the type of sponsoring College/department.

**Metric 2:** Number of department stakeholders attending the meetings.

Example Initiative 1.1: Offer required H-1B and Permanent Residency workshops/trainings on an annual basis; as well as offer on demand workshops/trainings which can be tailored to address and suit specific needs of a department or to address turnover of departmental staff. (Reviewing best practices for hiring a foreign national, sponsorship accountability, and ongoing departmental obligations).

**Objective 3:** Support and facilitate coordination among the various campus offices that are directly involved with the sponsorship and maintenance of international employees' employment-related nonimmigrant status (e.g., Office of International Student & Scholar Services, Sponsoring College/Department, Human Resources & Talent Development, Office of Research & Sponsored Programs, Payroll, and other key facilitators.).

**Metric 1:** Number and nature of H-1B and permanent residency meetings regarding the various ancillary and support programs/offices for the programs.

Example Initiative(s): Develop a web of support in which OISSS on an annual basis meets with key facilitators to collaborate, continually educate, and improve the proprietary function and role of each office in the H-1B process. Ensure transparency of the process and open lines of communication and co sharing of information between the various offices.

**Objective 4:** Support national and regional initiatives that increase employment opportunities and encourage long term retention of international post-secondary students beyond their studies; promoting the state of Ohio and the University of Toledo as an attractive destination for jobs and growth from a global perspective.

**Metric 1:** Track number of international employees who are recent post-secondary graduates hired at the University on an annual basis.

Example Initiative: Ohio G.R.E.A.T and other supportive or subsequent regional initiatives.

## Goal 8: Global and Community Engagement

The Center for International Studies and Programs (CISP) is committed to enhancing the international student experience at the University of Toledo through the development of experiences, services, and programs that support the unique needs of the student population. Additionally the center is dedicated to increasing global engagement through increasing opportunities and collaboration with local community.

**Objective 1:** To establish a connecting point for domestic and international students through educational and social programming, which fosters the development of global competences

**Metric 1:** UT Explorers will offer a minimum of one programming event per month

**Metric 2:** Total number of domestic and international students participating in UT Explorer events

**Metric 3:** Student satisfaction survey for all programs

**Objective 2:** Provide international students with housing options that support their cultural, social and academic needs.

**Metric 1:** Increase attractiveness to on campus house for international students through engaging programs and housing options as guided by student surveys.

**Objective 3:** Establish an Internationally focused living learning community to support the specific needs of the international student body and to create a connecting point for domestic students

**Metric 1:** Total number of international students living on campus

**Objective 4:** Develop and implement a Home Stay program to allow international student to reside with American families.

**Metric 1:** Secure funding to establish personnel to manage the program

**Metric 2:** Total number of registered families willing to participate in housing program

**Metric 3:** Total number of student participating in a program

**Metric 4:** Total number of matched students and families

**Objective 5:** Establish opportunities for the international student body to engage in leadership roles on campus

**Metric 1:** Create and implement an international student advisory board

Example Initiatives(s): ALI Student Advisory Council, Town Hall meetings with CISP Leadership staff, UT Explorers, International Advisory Council

**Objective 6:** Increase community engagement and service-learning opportunities related to international education as well as education abroad programs

**Metric 1:** Number of local multicultural community related events and programs.

**Metric 2:** Number and profiles of students participating in service-learning programs, abroad programs with an explicit community engagement component.

**Metric 3:** Number of local community members who travels abroad through UT programs.

**Metric 4:** Feedback from surveys and impact analysis from students, faculty and community partners

Example Initiative(s): Haiti trip, Summer Bridge Camp

**Objective 7:** Promote community outreach to share UT's globally-focused learning activities to the local community

**Metric 1:** Number and profiles of external attendees/participants at international workshops, lectures, programs and events.

**Metric 2:** Number and nature of international events/activities that provide explicit outreach to local community stakeholders

**Metric 3:** Feedback from surveys and impact analysis from students and local community partners

Example Initiative(s): Hosting and supporting annualized cultural events and programs that specifically target members of the local community (International Festival, Diya, Dragon Boat Fest)

**Objective 8:** Increase interaction and collaboration with local international business contacts to enhance economic development in Toledo, Northwest Ohio and the State.

**Metric 1:** Number and nature of visits by consuls general and staff to the UT campus each year.

**Metric 2:** Number of international business related delegations visiting Toledo.

**Metric 3:** Number and nature of UT sponsored international visits/events involving members and local international business contacts.

Example Initiative(s): Participation in the economic forums, take lead on the higher education sessions.

## Goal 9: Strategic Profile Raising-Faculty Development, Exchange and Utilization

Attract quality faculty and provide innovation and leadership to increase the international profile of the University of Toledo by recognizing and promoting international accomplishments and cultivating new resources to sustain future campus international activities.

**Objective 1:** Identify international faculty to fill temporary positions with reciprocal exchanges.

**Metric 1:** Encourage J-1 scholars to apply if needed and use exchange programs and Fulbright programs already in existence as an avenue to fill faculty vacancies.

**Metric 2:** Get recommendations from faculty traveling overseas for colleagues at global institutions that would align with UT's interests and needs.

**Metric 3:** A semester long international faculty orientation to be developed and implemented to ensure successful adjustment to the University.

**Example Initiatives:** Provide guidance, training and information on international opportunities in departmental meetings through CISP staff.

**Objective 2:** Support profile raising of international teaching and research opportunities

**Metric 1:** Promote and encourage merit based awards and scholarships, both those coming to UT and the UT faculty and staff going out.

**Metric 2:** Encourage international teaching opportunities. These would provide worldwide exposure and prestige.

**Example Initiatives:** Keep updated website with application dates for Fulbright programs, send reminders periodically of application dates. Encourage departments to recognize the benefits of international sabbaticals without taking away from the department's needs. Review MOU's to determine if scholarly exchanges are already in existence and active.

**Objective 3:** Recognize faculty and staff international accomplishments.

**Metric 1:** Provide annual reception and awards ceremony for global accomplishments.

**Metric 2:** Assess information on Kohler Grant and other funding opportunities to determine if incentives are available.

**Example Initiatives:** Annual reception, newspaper and UT news articles, promoting on UT website international achievements, awards and honors.

## Goal 10: Sustainability, Accountability and Infrastructure

The University of Toledo will invest in and secure resources in the organizational infrastructure to ensure that adequate support, including services and staff, is available. The University of Toledo will support the Center for International Studies and Programs' vision and mission as outlined in this strategic plan for comprehensive internationalization.

**Objective 1:** Develop internal controls to ensure resources are transparent and strategic

**Metric 1:** Increase return on investments for allocation of financial resources

**Metric 2:** Audit internal fiscal controls for funding of internationalization efforts

**Metric 3:** Assessment from administrator, faculty, staff, and student stakeholders on the processes and protocols to ensure transparency and strategic impact.

Example Initiatives:

Create an annual report of internationalization efforts and resource allocation.

**Objective 2:** Develop metrics and assessment tools to evaluate outcomes

**Metric 1:** Number and scope of metrics to monitor quality assurance and impact of international activities.

**Metric 2:** Feedback form campus community on impact and quality assurance measures

Example Initiatives: Meet with UAC committee members to discuss what has worked in the past and what areas need improvement. Form an assessment committee for CISP area to develop objectives and strategies. Submit findings for UAC annual review.

**Objective 3:** Create fiscal models for sustaining and developing activities that lead toward the internationalization of the campus.

**Metric 1:** Amount of external funds raised to internationalize the campus

**Metric 2:** Assessment from external advisory board on external fundraising

**Metric 3:** Sustainability, accountability, and infrastructure will be supported by the campus community

Example Initiatives: international alumni database.

## Goal 11: Alumni and Donor Relations

The Center for International Studies and Programs endeavors to build connections to The University of Toledo alumni that last beyond graduation. An important part of CISP's ongoing fundraising efforts, international alumni and donors are realizing the impact that their contributions have on developing meaningful, internationally-focused lectures, programs, and events for the campus community and the region at large.

**Objective 1:** In collaboration with the The University of Toledo Foundation, the Center will work on establishing a CISP Donor Database, including both international alumni and domestic students with international experiences.

**Metric 1:** The launch version of the CISP Donor Database will be available to the Center by Fall 2017.

**Objective 2:** Coordinating connections between The University of Toledo researchers, faculty, students, and administrators on international travel and alumni in regions the university visits.

**Metric 1:** Number of linkages between The University of Toledo employees and international alumni

**Objective 3:** Increase fundraising efforts to include international alumni and former CISP program participants (Education Abroad, Camp Adventure, National Student Exchange)

**Metric 1:** Increase of funds donated by international alumni and by domestic graduates in support of CISP mission and vision

**Metric 2:** Increase of funds donated by CISP program participants