OFFICE OF INTERNATIONAL PROGRAMS

STRATEGIC PLAN

2023 | 2026
MISSION

The Office of International Programs (OIP) fosters cross-cultural understanding through high-impact learning and community engagement in support of CSU's land grant mission.

VISION

The Office of International Programs will be the hub and catalyst for the comprehensive internationalization of CSU.
STRATEGIC GOALS

Our strategic goals are the heart of why we exist. These four goals represent the primary areas of both strength and endeavor for all the office. We see ourselves as both an initiator and a supporter; as a planner and an executor; and as leader and a partner.

We strive to make ourselves internally strong and nimble so we can support faculty, staff, students and the wider community in their global engagement pursuits.

Doing so will create a stronger and more globally engaged CSU that is best positioned to address the grand challenges facing our world today.

**Our four strategic goals are:**

**GOAL 1**  
Provide meaningful services and programs to the campus community to enhance campus internationalization

**GOAL 2**  
Develop a sustainable resource base for OIP

**GOAL 3**  
Create a high-functioning, supportive and equitable workplace

**GOAL 4**  
Enhance student mobility, increasing both the number and diversity of participants and the services provided to them
PRIORITIES & STRATEGIES

For each of our four strategic goals, we have developed both priorities and strategies to accomplish the goals. **Priorities** are areas of focus that will guide us during this 3-year strategic plan period. Although priorities can, and often do, shift over time, our intention is to keep the priorities at the forefront of our planning, efforts, and resource allocation for the strategic plan period.

For each priority, we have developed specific **strategies** to achieve our goals in each priority area. Strategies are concrete sets of actions or initiatives. The specific action steps to achieve each strategy are detailed in the OIP Work Plan 2023-26.

**Following are the priorities and strategies developed to help us achieve our four strategic goals.**
GOAL #1

Provide meaningful services and programs to the campus community to enhance campus internationalization
PRIORITY #1
CAMPUS STAKEHOLDER ENGAGEMENT

We will develop and expand relationships across campus to engage in and support internationalization efforts

Strategy 1: Needs Assessment
Conduct needs assessments in various campus stakeholder groups in order to determine the most needed services and programs.

Strategy 2: Needed Services and Programs
Offer programs on topics of interest identified via the needs assessment.

Strategy 3: Points of Contact
Establish dedicated points of contact with every academic and administrative unit on campus, using such contacts as a conduit for sharing information and soliciting feedback.

Strategy 4: Resource Guide
Develop and disseminate a faculty and staff resource guide to bring awareness to campus stakeholders about opportunities to internationalize their teaching, research, or service.

Strategy 5: Campus Committees
Seek representation on relevant campus committees to promote the inclusion of international education across the institution.
Strategy 1: Global Engagement Events
Continue to offer, and expand, the internationally-themed events and engagement opportunities we provide to the campus community.

Strategy 2: Faculty and Staff Training
Develop and implement workshops for faculty and staff on best practices for engaging with international students.

Strategy 3: Internationalization of Curriculum
Develop and implement faculty trainings and workshops on best practices for effectively internationalizing courses, majors, departments, and colleges.

Strategy 4: High Impact Learning
Assist faculty in developing high impact learning opportunities for students that further promote international and intercultural learning (i.e., international experiential learning programs, COIL, etc.).

Priority #2
Teaching and Learning
We will support international and intercultural learning for the CSU community, both in the classroom and out.
Strategy 1: Faculty Affiliate
Develop and fill a Global Engagement Faculty Affiliate position to engage and create curriculum to enhance OIP’s existing portfolio of academic offerings.

Strategy 2: Academic Standing
Establish a recognized academic unit within OIP, allowing us to appropriately develop and grow our curriculum, CCA faculty, and other academic programs and services.

Strategy 3: Development of Professional Master's or Certificate Program
Develop a professional master's or certificate program in international education management in higher education, aimed at practitioners in the field across the country, or similar professional credential program.

Strategy 4: Rankings
Work with Institutional Research to develop strategies and plans to improve CSU's standing in the international rankings of interest: THE, QS, Shanghai Ranking.

Priority #3
Academic Infrastructure
We will further develop and support the academic infrastructure for the programs and services we offer in OIP.
GOAL #2

Develop a sustainable resource base for OIP
Strategy 1: Alumni and Donor Programs
Include alumni and potential donors in more OIP programs and events and cater more events to these stakeholders.

Strategy 2: Engage all OIP staff in outreach efforts
When any staff member travels to locations where CSU/OIP have strategic relations, equip them to conduct outreach efforts on behalf of the office.

Strategy 3: Create transparency in use of funds
Create systems and processes that can be shared with external stakeholders to show how donor funds are utilized.

Strategy 4: Unique donor opportunities/creative fundraising
Develop new and creative opportunities to inspire giving and to create revenue streams to support efforts.

Strategy 5: Graduating students
Connect graduating students (international students or education abroad alumni) with alumni and donor opportunities.
Strategy 1: Customized Programs
Create and implement customized programs that return revenue to OIP (Intensive English programs for professionals at partner institutions, cultural training and/or intensive English programs for companies, etc.).

Strategy 2: Shared Positions
Explore possibility of sharing positions across units within OIP, or with other units to campus, to offer high-quality when there isn’t sufficient workload for a full-time position.

Strategy 3: Fees for Service
Re-assess all fees for service provided by OIP, ensuring that fees are justified and at an appropriate level.
**Strategy 1: Infrastructure**
Develop appropriate internal infrastructure to write grant proposals and implement grant-funded activities, identifying needs and establishing staff time assigned to grant writing and administration.

**Strategy 2: Collaborators**
Identify key campus partners who can collaborate with us on appropriate grant activities.

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**PRIORITIES & STRATEGIES**

**EXTERNAL FUNDING**

We will identify and submit proposals for grants and other funding to support the main goals of this plan.
GOAL #3
Create a high-functioning, supportive and inclusive workplace
Strategy 1: Memberships and Conferences
Develop consistent and equitable approach to memberships and conference attendance so staff have access to these resources for PD.

Strategy 2: Leadership
Encourage staff to serve in leadership roles in professional organizations or campus committees.

Strategy 3: Transparency
Create and communicate equitable and transparent process for how PD opportunities will be managed and funded.

Strategy 4: Service Committee
Create a new OIP Service Committee focused on professional development.

Strategy 5: Internal PD
Develop more internal PD opportunities including trainings and cross-unit education.

Strategy 6: Individual Advancement
Create a transparent process for how staff can advance in their careers at OIP, what opportunities for formal promotions exist, and how job descriptions can be updated.
**Strategy 1: Shared Values**
Co-create shared values and expectations for OIP

**Strategy 2: Trust**
Define trust and what it means to the organization, creating an environment where feedback can be given and received openly and honestly.

**Strategy 3: Transparency**
Share openly goals and expectations, as well as deadlines for deliverables, ensuring that actions are completed as planned.

**Strategy 4: Individual Goal Setting**
Create clear and consistent rubric for setting annual performance goals for all staff and ensure SMART goals for the upcoming year are included in every staff member’s annual evaluation.

**Strategy 5: Goal-Focused Meetings**
Establish expectation that all supervisors have at least one mid-year meeting with supervisees to discuss progress toward annual goals

**Strategy 6: Unit or Team Goals**
Establish rubric for units and teams to use in setting annual goals.
PRIORITY #3

EFFECTIVE INTERNAL COMMUNICATIONS

We will ensure all staff have the information they need to do their job and feel connected to the larger mission of OIP

Strategy 1: Communication Protocols
Determine and then utilize a standard for internal communications (e.g., when to use email, when to use Teams, deciding where stored information lives, etc.).

Strategy 2: Collaborative Programming
Create a collaborative programming team that aligns relevant staff in specific programming efforts.

Strategy 3: Unit Information
Develop mechanism for sharing out unit-specific news, events, and initiatives.

Strategy 4: Policy, Procedures, and Assets Inventory
Create inventories of OIP policies, files, communication tools (e.g., PowerPoint templates, images, letterhead) and available services and communicate how to access them.

Strategy 5: Effective Communication around Decision Making
Create processes that provide context around decision making and provide opportunities for feedback.
GOAL #4

Enhance student mobility, increasing both the number and diversity of participants and the services provided to them.
Strategy 1: Financial Barriers
Identify and develop financial resources to remove barriers and enhance student mobility.

Strategy 2: Physical Space
Evaluate and improve our physical campus spaces to make them more accessible and welcoming to all visitors.

Strategy 3: DEIJ
Actively consider and improve efforts to align with University goals and initiatives focused on diversity and inclusiveness excellence.

Priority #1
Access
We will seek to remove barriers that limit access to our programs and services.
Strategy 1: Information on Programs and Services
Develop and disseminate educational and informal communications regarding programs and services to both outgoing and incoming students.

Strategy 2: External Stakeholders
Strategically distribute marketing and communication materials to external stakeholders.

Strategy 3: Use of Technology
Embrace modern technologies and methods to engage audiences more effectively.
**Strategy 1: Assessing student needs**
Conduct needs assessments, through campus partners, CSU student focus groups, and international affiliates.

**Strategy 2: Capacity building for staff**
Provide training and support so staff can support marginalized students with intentional advising and high-level support.

**Strategy 3: Developing an understanding of existing support for various identity groups**
Compile an inventory of all relevant campus services and ensure both staff and students are aware of what’s available.

**Strategy 4: Scholarships and Funding**
Evaluate the scholarship process and evaluate the current process to determine if it is serving students who have barriers.
**Priorities & Strategies**

**Priority #4**

**Developing Professional and Academic Outcomes**

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**Strategy 1: Curriculum Integration**
We will expand on efforts within Education Abroad to make an international experience fit within any major.

**Strategy 2: Career Integration**
Develop workshops and opportunities for students to learn how to articulate the value of their international experiences on their resume, in interviews, and on the CSU campus.

**Strategy 3: Hybrid, Intensive, or Partnership Programs**
Develop various hybrid or intensive offerings to facilitate international student enrollment (e.g., online start, 3+1 programs, 5-year bachelors/masters programs).

**Strategy 4: Credentials as Incentives**
Work with academic units to develop and offer micro credentials and stackable credentials to aid in international student recruiting.