

OFFICE OF INTERNATIONAL PROGRAMS

STRATEGIC PLAN

2023 | 2026



COLORADO STATE
UNIVERSITY

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

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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



PRIORITIES & STRATEGIES



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.



PRIORITY #2

**TEACHING AND
LEARNING**

**We will support
international
and intercultural
learning for the
CSU community,
both in the
classroom and out**

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.).



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



PRIORITIES & STRATEGIES

PRIORITY #1

ALUMNI & DONOR ENGAGEMENT

**We will support
University
Advancement to set
goals and strategies
for development**

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.



PRIORITIES & STRATEGIES

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.

PRIORITY #2

LEVERAGE INTERNAL AND EXTERNAL PARTNERSHIPS

We will identify ways to leverage our internal and external partnerships for cost-sharing, funding, and enrollment/program opportunities



PRIORITIES & STRATEGIES

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.



PRIORITY #3

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



PRIORITIES & STRATEGIES



PRIORITY #1

PROFESSIONAL DEVELOPMENT

**We will provide
meaningful
opportunities for
staff professional
development at all
stages of their career**

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.

PRIORITIES & STRATEGIES



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 #2

ACCOUNTABILITY

Individual staff as well as units will have clear goals and metrics to measure success





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



PRIORITIES & STRATEGIES

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: DEI|J

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



PRIORITIES & STRATEGIES

PRIORITY #2

COMMUNICATION/ OUTREACH

We will develop multi-level communication plans to educate CSU audiences about opportunities available to them



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.



PRIORITIES & STRATEGIES

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.

PRIORITY #3

SUPPORT FOR LESS REPRESENTED STUDENTS

We will ensure that all students who participate in our programs (whether incoming international students or outgoing education abroad participants) receive high-quality support services



PRIORITY #4

**DEVELOPING
PROFESSIONAL
AND ACADEMIC
OUTCOMES**



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.





INTERNATIONAL PROGRAMS
COLORADO STATE UNIVERSITY