

**Proposed Action Plan for Guiding Aspiration #5  
Increase visibility and impact through global engagement**

“UTA will engage with communities and issues on local, national, and international scales, becoming the “go-to” institution for thought leadership and knowledge”

Strategy 6.1	<u>Operational Priority: Undergraduate Education</u>
<b>Strategy 6.1.1</b>	Increase number of undergraduate students who study abroad
<i>Target</i>	10% increase/year over the next 6 years in number of undergraduates who study abroad
<i>Tactics</i>	<ul style="list-style-type: none"> <li>• Advertise information pertinent to existing exchange opportunities and funding</li> <li>• Academic units should pre-approve a list of courses offered by overseas institutions</li> <li>• Sign additional student exchange agreements with leading universities in other countries</li> <li>• Develop UTA and affiliated institution pro bono non-profit community service opportunities</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>• Increase International Education Fee Scholarship fund: raise fee from \$1 to \$4/enrollment/semester to align with other Texas public universities</li> <li>• Development Office will seek local sources of funding (individual and corporate donors) to support both students and programs</li> <li>• Academic units and Development Office will establish relationships with UTA’s international alumni chapters to facilitate and support programs in their countries</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>• Expand faculty involvement university-wide in IEFS committee to set criteria, review applications and award scholarships</li> <li>• Prioritize scholarships based on enrollment in academic year or semester length programs</li> <li>• Prioritize scholarships for first-time study abroad students</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>• Require written report from each student at end of their study abroad experience</li> <li>• Office of International Education will collate and summarize student final reports</li> <li>• Annual summary report to relevant chairs, deans, provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>• Number of students who participate each year</li> <li>• Index growth in participation (% of undergraduate population) to those of UTA’s designated current peer institutions</li> <li>• Develop a rubric to evaluate student growth</li> </ul>
<b>Strategy 6.1.2</b>	Promote academic partnerships between UTA faculty and colleagues in universities abroad.
<i>Target</i>	10% of tenured/tenure-track faculty will participate each year
<i>Tactics</i>	<ul style="list-style-type: none"> <li>• Establish agreements with particular departments in universities abroad, drawing on professional/personal relationships with faculty and administrators</li> <li>• Promote Fulbright teaching fellowships, research fellowships, and short-term specialist opportunities among UTA faculty through presentations by former Fulbright awardees on campus, workshops, and staff visits from Fulbright and the Institute of International Education</li> <li>• Encourage short-term and semester-long visits to UTA by faculty of universities abroad</li> <li>• Provide opportunities and resources for undergraduate students to participate in international competitions (e.g., supplies, shipping, travel)</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>• Travel /consultant fees for visiting experts to apprise faculty of opportunities for faculty teaching and research abroad</li> <li>• Teaching and/or research stipends for international faculty at UTA</li> <li>• Increase number and affordability of UTA apartments available to visiting international faculty</li> <li>• Financial assistance as necessary in support of visiting international faculty</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>• Guidance to UTA faculty in composing Fulbright et al. grant applications</li> <li>• Centralize the logging of all UTA faculty travel abroad for any academic purpose</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>• Summary report on travel experience from both UTA and international visiting faculty who participate</li> <li>• Annual summary report to relevant chairs, deans, provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>• Number of UTA and international visiting faculty each year</li> <li>• OIE will collate and evaluate the summary reports</li> </ul>
<b>Strategy 6.1.3</b>	Teach global competencies
<i>Target</i>	<ul style="list-style-type: none"> <li>• 5% increase annually in the number of UTA undergraduate courses that incorporate a global perspective in their content and objectives</li> <li>• 10% increase in number of students participating in new global studies minor</li> <li>• 10% increase in number of students participating in new global studies certificate program</li> </ul>
<i>Tactics</i>	<ul style="list-style-type: none"> <li>• Curriculum: Increase the number of courses that incorporate a global perspective in their content and objectives</li> </ul>

	<ul style="list-style-type: none"> <li>Curriculum: Establish a global studies minor in concert with the Critical Languages and International Studies program, the Department of Modern Languages in COLA, the International Business degree in the COBA, and the Interdisciplinary Studies Program in SUPA</li> <li>Certification: Establish a global studies certificate program for undergraduate students</li> <li>International career exploration: Establish and publicize opportunities for undergraduates to explore careers abroad, including credit-bearing internships</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Faculty and administrative time and effort in revising courses to incorporate international perspectives, drawing on programs and techniques long in practice at other urban universities (e.g., University of Minnesota)</li> <li>University-wide committee to license pertinent courses for a certificate program</li> <li>Establish relationships with institutions abroad as well as international UTA alumni and alumni chapters to facilitate undergraduate internships</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Develop rationale for emphasis of selected competencies and how they are to be delivered</li> <li>Draw on international alumni and alumni chapters abroad with a view to providing summer and semester-long internships</li> <li>Departmental, unit and university-level curriculum committee and Coordinating Board approvals</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Annual summary report to relevant chairs, deans, provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Number of pertinent courses available each academic year</li> <li>Number of students participating in new global studies minor</li> <li>Number of students participating in new global studies certificate program</li> </ul>
<b>Strategy 6.1.4</b>	Emphasize recruitment of international undergraduate students to UTA
<i>Target</i>	5% increase per year through 2020 in the international undergraduate population
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Redouble efforts at recruitment of international students with emphasis on increasing yields in countries and areas of the world currently underrepresented at UTA (Europe, Africa, Canada, South America)</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Travel for OIE staff on organized university recruiting programs</li> <li>Homepages of UTA Admissions Office and other relevant UTA offices translated into other languages</li> <li>Identification of UTA international alumni and alumni chapters abroad that can assist with recruiting, pre-screening, and referring high school students to UTA</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Connect potential student recruits abroad by email with students currently on campus who are from their countries</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Annual summary report to relevant chairs, deans, provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Count number of new students, tabulated by country of origin</li> </ul>
<b>Strategy 6.1.5</b>	Promote diversity and integration of the UTA student body on campus
<i>Target</i>	Two new programmatic activities per year through 2020 aimed at increasing interaction among international undergraduates and between international and domestic undergraduates
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Expansion of current OIE programming and implementation of new programs that encourage cross-cultural awareness and interaction</li> <li>Regularly scheduled road trips by coach in Texas to places of historical, cultural, and natural interest</li> <li>Improve integration of international and domestic student populations</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>New staff position in OIE to oversee international student needs, road trips and integration of domestic and international students in general</li> <li>Financial assistance with programmatic activities, including road trips</li> <li>Establish a gathering space/lounge for international students</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Staff time and space devoted to programmatic integration activities</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Annual summary report to relevant chairs and deans as well as provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Numbers of participating students and their status (domestic or international)</li> </ul>

<b>Strategy 6.2</b>	<b><u>Operational Priority: Graduate Education</u></b>
<b>Strategy 6.2.1</b>	Increase number of graduate students who study abroad
<i>Target</i>	10% percent increase/year over the next 6 years in number of graduates who study abroad

<i>Tactics</i>	<ul style="list-style-type: none"> <li>• Advertise information pertinent on existing exchange opportunities and funding</li> <li>• Encourage academic units and disciplines to pre-approve a list of courses offered by overseas institutions</li> <li>• Sign additional student exchange agreements with leading universities in other countries</li> </ul>
<i>Resource Requirements</i>	Increase available IEFS funds to align with other Texas public universities
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>• Prioritize enrollment in academic year or semester length programs</li> <li>• Prioritize first-time student abroad students</li> </ul>
<i>Accountability Plan</i>	Periodic reports by chairs and deans to the Provost to update study abroad accomplishments
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>• Number of students who study abroad</li> <li>• Number (and dollar value) of international travel scholarships</li> </ul>
<b>Strategy 6.2.2</b>	Promote international teaching exchanges with faculty in leading universities
<i>Target</i>	10% percent of T/TT faculty per year will participate in the exchange
<i>Tactics</i>	<ul style="list-style-type: none"> <li>• Sign additional faculty exchange agreements with leading universities in other countries</li> <li>• Establish agreements with particular departments in universities abroad, drawing on professional/personal relationships with colleagues and administrators</li> <li>• Promote Fulbright teaching fellowships, research fellowships, and short-term specialist opportunities among UTA faculty through workshops, presentations by former Fulbright awardees on campus, and staff visits from Fulbright and Institute of International Education</li> <li>• Centralize the logging of UTA faculty travel abroad for academic purposes</li> <li>• Provide opportunities and resources for graduate students to participate in international competitions</li> <li>• Invite overseas faculty to teach a course at UTA</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>• Travel /consultant fees for visiting experts knowledgeable about opportunities for faculty teaching and research abroad</li> <li>• Teaching and/or research stipends for international faculty at UTA</li> <li>• Financial assistance (housing, etc.) as necessary for visiting international faculty at UTA</li> <li>• A fund for one-semester teaching leaves for UTA faculty</li> <li>• Funds for UTA faculty to attend international conferences</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>• Prioritize teaching in highly ranked overseas institutions</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>• Periodic reports by chairs and deans to the Provost to update on teaching exchange accomplishments</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>• Number of UTA faculty teaching abroad</li> <li>• Number of UTA faculty holding overseas visiting positions</li> <li>• Number of UTA faculty invited as overseas guest speakers</li> </ul>
<b>Strategy 6.2.3</b>	Provide opportunities and resources for graduate students to complete fieldwork internationally
<i>Target</i>	10% percent increase/year over the next 6 years in number of undergraduates who complete a fieldwork activity.
<i>Tactics</i>	Increase the number of paid non-volunteer internships available to graduate students
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>• Funds for hiring an overseas internship coordinator</li> <li>• Assistance/guidance to UTA faculty in Fulbright et al grant applications</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>• Provide help/guidance with working visa paperwork</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>• Periodic reports by chairs and deans to the Provost to update teaching exchange accomplishments</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>• Number of overseas external entities collaborating with UTA in internship programs</li> <li>• Number of students completing an overseas internship</li> </ul>

<b>Strategy 6.3</b>	<b><u>Operational Priority: Professional/ Continuing Education</u></b>
<b>Strategy 6.3.1</b>	Provide on-site/online courses leading to a certification in global competency
<i>Target</i>	2015- 50 persons have completed global competency certification 20% every year thereafter
<i>Tactics</i>	<ul style="list-style-type: none"> <li>• Form an advisory group for the certification program comprised of faculty and members of the community to collaborate with Division of Enterprise Development (DED)</li> <li>• Conduct an environmental scan to identify other universities and groups offering global competency certification and to assess the market for such a certificate</li> <li>• Identify an exemplary curriculum for the certification and reasonable tuition</li> </ul>

	<ul style="list-style-type: none"> <li>Form a team composed of a content expert, instructional designer, and graphic artist to prepare online modules and in-person course</li> <li>Market the certificate program through multiple media outlets</li> <li>Launch modules and start offering workshops</li> <li>Have evaluation of content and processes built into the modules/ workshops</li> <li>Modify the offerings based on evaluation data</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Tuition charged to offset cost of development, marketing, and teaching fees?</li> <li>Persons with specific expertise to develop the course/modules for the certificate</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Does DED have an adequate number of staff and the expertise to do this work?</li> <li>May not be feasible if the market for the certification is too small or other established providers have captured the market Thorough business plan needs to be vetted before beginning</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>DED staff will prepare quarterly progress report and annual report with goals for next year</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Cost of developing and updating modules/workshops per year is less than the revenue generated by the certificate</li> </ul>
<b>Strategy 6.3.2</b>	Provide online courses leading to certifications for international audiences on selected topics
<i>Target</i>	10% increase/per year in number of persons completing certification on business, public health (nursing), and other topics New certificates that are developed, Year 1 - 25 persons complete certification for professional and/or continuing education Year 2- 50 completers; Year 3-75 completers; Year 4- 100 completers/ 10% growth each year thereafter
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Conduct a cost-benefit analysis of existing certificates</li> <li>Conduct a needs assessment to identify topics of value for international markets</li> <li>Elicit school and college commitment to be responsible for the development and implementation of courses</li> <li>Identify an exemplary curriculum for each select topic and determine reasonable tuition</li> <li>Form a team composed of a content expert, instructional designer, and graphic artist to prepare online modules</li> <li>Market the certificate program through multiple media outlets</li> <li>Launch modules and start offering workshops</li> <li>Have evaluation of content and processes built into the modules/ workshops Modify the offerings based on evaluation data</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Funds to develop the courses and implement prior to adequate funds being received; May take until Year 3 to become profitable</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Do not want to divert tenure track and tenured faculty's energy and time from research Focus recruitment of clinical and adjunct faculty to develop and offer the courses</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Deans in the schools and colleges who 'adopted' a topic to develop a curriculum will incorporate goals for the certificate into their UEPs and report on the cost per student at the end of each cycle</li> <li>DED leadership responsible for reporting the overall metrics as well as by school/college</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Number of certificates completed</li> <li>Number of schools/colleges involved</li> <li>Cost per student = or &lt; national average</li> </ul>
<b>Strategy 6.3.3</b>	Expand influence of UT Arlington by providing relevant, reasonably priced career development courses for professionals in the United States and living in other countries
<i>Target</i>	Courses for 4 tracks of career development courses are provided each year (i.e. management of an international workforce; fiscal management of non-governmental and not for profit organizations)
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Form an advisory group for the career development tracks comprised of faculty, representatives of companies and corporations (US and international), and members of the community to collaborate with Division of Enterprise Development (DED)</li> <li>Conduct an environmental scan to identify other universities and groups offering career development tracks and to assess the market for such a track</li> <li>Identify an exemplary curriculum for the career development offerings and reasonable tuition</li> <li>Form a team composed of a content expert, instructional designer, and graphic artist to prepare online modules and in-person courses</li> <li>Market the career development tracks through multiple media outlets</li> <li>Launch modules and start offering workshops</li> <li>Have evaluation of content and processes built into the modules/ workshops</li> <li>Modify the offerings based on evaluation data</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Teaching teams that are familiar with all the courses in the career development track so that content in courses is not redundant</li> </ul>
<i>Implementation</i>	<ul style="list-style-type: none"> <li>Do not want to divert tenure track and tenured faculty's energy and time from research</li> </ul>

<i>Considerations</i>	<ul style="list-style-type: none"> <li>Focus recruitment of adjunct instructors to develop and offer the courses</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Deans in the schools and colleges who 'adopted' a topic to develop a course in a career development track will incorporate goals related to the offering into their UEPs and report on the cost of delivery per student at the end of each cycle</li> <li>DED leadership is responsible for reporting the overall metrics as well as by school/college</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Number of enrollees</li> <li>Number who complete the training</li> <li>Number of different courses and topics</li> <li>Expansion of job responsibilities for persons who complete the career development track</li> </ul>
<b>Strategy 6.3.4</b>	Provide internationally-focused training for companies and government agencies
<i>Target</i>	By 16-17- \$500,000 income per year from trainings provided on international topics By 2020 contracts with 5 Fortune 500 companies to conduct training on international topics 300 employees in companies and/or government agencies complete internationally-focused training per year
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Form a short-term committee to identify topics related to international business, teaching, leadership, and health that are needed by employers. Committee to include faculty who travel and/or work internationally, representatives of companies and corporations with large immigrant employees and those with international offices</li> <li>Conduct an environmental scan to identify other universities and groups offering international training and to assess the market for such the various topics</li> <li>Identify an exemplary curriculum for the career development offerings and reasonable tuition</li> <li>Form a team composed of a content expert, instructional designer, and graphic artist to prepare online modules and in-person courses</li> <li>Market trainings to businesses and government agencies</li> <li>Launch modules and start offering workshops</li> <li>Have evaluation of content and processes built into the modules/ workshops</li> <li>Modify the offerings based on evaluation data</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Time and efforts of members of the community to participate in planning and validating content of new offerings</li> <li>Seed funding for program development</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Can large enough cohorts be recruited for each training?</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Annual report to President/Provost for Administrators of DED</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Number of enrollees</li> <li>Number who complete the training</li> <li>Number of different courses and topics</li> <li></li> </ul>
<b>Strategy 6.3.5</b>	Implement virtual and on-site conferences on international topics
<i>Target</i>	Coordinate two conferences per year on international topics (one on-site, one virtual)P
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Create a business plan for making conferences profitable</li> <li>Conduct a needs assessment and an environmental scan to identify topics of value for international markets</li> <li>Elicit school and college input to identify untapped international topics that might be broad enough to be the focus of a conference</li> <li>For each topic selected, form a planning committee that provides guidance to DED on the development and implementation of the conferences</li> <li>Identify an exemplary curriculum for each select topic and determine reasonable tuition</li> <li>Form a team composed of a content expert, instructional designer, and graphic artist to prepare online modules</li> <li>Market the certificate program through multiple media outlets</li> <li>Launch modules and start offering workshops</li> <li>Have evaluation of content and processes built into the modules/ workshops Modify the offerings based on evaluation data</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Location with adequate meeting space and accommodations for large audiences</li> <li>Appropriate technology and bandwidth to deliver virtual conferences</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Is the market for conferences shrinking due to cost constraints?</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Planning committee will be responsible for reviewing evaluation data from the conference and develop ideas for the next conference</li> <li>DED administrators and staff will be ultimately responsible for reporting the enrollment and budget summary for each conference</li> </ul>

<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Conferences are profitable (cost of providing conference is less than the income generated from attendees and exhibitors)</li> </ul>
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<b>Strategy 6.4</b>	<b><u>Operational Priority: Research and Economic Development</u></b>
<b>Strategy 6.4.1</b>	Increase UTA's research collaborations with international colleagues.
<i>Target</i>	Beginning fall 2017, UTA will host at least one major international conference or symposium each year
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Form UTA faculty committee to collect data and form a plan for enticing conferences according to UT Arlington interests as well as conference patterns, interests in the area, interests of corporate/foundation partners, etc.</li> <li>Promote/incentivize interest among faculty in forming organizing committees (including international colleagues) for the selected conferences</li> <li>Encourage/promote visiting hosting international scholars</li> <li>Encourage sponsorship of high-quality academic journals</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Establish seed money from UT Arlington</li> <li>Administrative support from central administration</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Corporate engagement is sought early to enhance sponsorship opportunities</li> <li>Encourage participation from faculty and doctoral students from low resource countries</li> <li>Encourage partnerships with overseas institutions</li> </ul>
<i>Accountability Plan</i>	Periodic reports to Provost by organizing committee
<i>Metrics to Gauge Success</i>	Number of countries and participants represented
<b>Strategy 6.4.2</b>	Partner with global corporations with Texas connections to develop research collaborations
<i>Target</i>	By Fall 2015 at least one significant global corporation partner
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Form advisory group consisting of BOA (Board of Advisors) members, faculty and administration to explore the corporate research landscape and identify key multinational research opportunities connected to local and regional corporations</li> <li>Work with Office of Development to identify corporate/individual sponsors</li> <li>Develop a plan for collaboration with sponsors</li> </ul>
<i>Resource requirements</i>	<ul style="list-style-type: none"> <li>\$10K to support relationship development</li> </ul>
<i>Implementation considerations</i>	<ul style="list-style-type: none"> <li>Identify space (labs and offices) and other resources that can be flexibly assigned to accommodate team building over the short term</li> </ul>
<i>Accountability plan</i>	<ul style="list-style-type: none"> <li>Monitor team production according to a pre-agreed upon plan</li> </ul>
<i>Metrics to gauge success</i>	<ul style="list-style-type: none"> <li>Funding obtained, papers, patents, etc...</li> </ul>
<b>Strategy 6.4.3</b>	Develop projects and products to meet the needs of international populations, especially those in low resource countries
<i>Target</i>	At least one product and one project with a high level of social or economic impact
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Develop health-related products</li> <li>Address global environmental issues through projects and initiatives</li> <li>Develop new sources of energy and energy conservation with international partners</li> <li>Develop products and projects to improve global sustainability</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Seed funding for development of products</li> <li>Administrative commitment to faculty incentives</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Identify global issues to be addressed</li> <li>Leverage research of faculty</li> <li>Deans and Chairs assist in identifying potential targets</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Periodic reports to the Deans by researchers</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Number of products and projects developed annually</li> </ul>

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<b>Strategy 6.5</b>	<b><u>Operational Priority: Faculty and Staff</u></b>
<b>Strategy 6.5.1</b>	Increase number of faculty who are involved in international activities
<i>Target</i>	BY AY 2019-20, we will have a 33% increase in the faculty participation in international activities
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Establish policies and practices for assessing and rewarding outstanding faculty for their participation in international activities</li> <li>Build stronger relationship with programs that support international academic activities (e.g., Fulbright)</li> <li>Centralize university efforts to document and foster international activities</li> <li>Improve international research collaborations through funding and recognition of faculty and staff</li> <li>Review processes and procedures to ensure efficiencies in documentation approvals</li> <li>Provide professional development opportunities for faculty and staff to develop global competencies</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Establish university funds to reward faculty and staff for exceptional international accomplishments</li> <li>Provide resources in support of international activities</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Incorporate an assessment of international engagement within annual evaluations of faculty and relevant staff</li> <li>Reallocation of workload for faculty who are involved in international activities</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Annual summary report from to relevant Deans, chairs, Provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Number of faculty participating in international activities</li> </ul>
<b>Strategy 6.5.2</b>	Emphasize the recruitment of international faculty
<i>Target</i>	BY AY 2019-20, we will have increased by at least 5% the number of international faculty
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Work with University administration to develop infrastructure necessary for international faculty recruitment</li> <li>Institute a mentoring program for international faculty members to facilitate integration into the department and university</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Establish university funds to support international faculty recruitment</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Support services as necessary to acclimate faculty new to the US</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Periodic reports to Chairs, Deans and Provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Number of international faculty</li> </ul>

<b>Strategy 6.6</b>	<b><u>Operational Priority: Infrastructure and Resources</u></b>
<b>Strategy 6.6.1</b>	Develop an infrastructure that supports growth in International Education activities across the institution
<i>Target</i>	By Spring 2015, a plan will be implemented for an International Education infrastructure
<i>Tactics</i>	<ul style="list-style-type: none"> <li>Create a Task Force for the development of a comprehensive internationalization plan</li> <li>Work with ACE's internationalization mapping tool to assess current level of internationalization at UTA</li> <li>Compare the international education operational structure of aspirational universities and national standards</li> <li>Develop a comprehensive internationalization plan that supports the mission of the university</li> <li>Develop technological infrastructure to support and facilitate global knowledge exchange and research collaboration</li> <li>Acquire necessary platform for the delivery of courses through mobile technology</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>Salaries required for additional staffing</li> <li>Necessary funding to support increased international activities</li> <li>Designate living quarters for international visitors</li> <li>Funds to purchase new course delivery platform</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>Any changes must support the overall mission of the university</li> <li>Initiatives should consider current successes</li> <li>Processes created to support international delivery of online courses</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>Chair of Task Force crafts an accountability plan for members to ensure progress toward a proposal to President by 12/20/14</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>Proposal for infrastructure changes to President/Provost by 12/14</li> <li>Comprehensive Internationalization plan to President/Provost by 5/2014</li> </ul>
<b>Strategy 6.6.2</b>	Increase the international profile of the university through the development of strategic agreements,

	affiliations and international projects
<i>Target</i>	By Spring 2015 have strategies and protocols in place for the development and documentation of institutional agreements
<i>Tactics</i>	<ul style="list-style-type: none"> <li>• Review existing institutional agreements to determine quality of involvement and potential for growth</li> <li>• Assess and document UTA's current international involvements other than formal agreements to leverage new opportunities with existing relationships</li> <li>• Develop regionally-based strategies to cultivate relationships with institutions and agencies that support the university mission</li> <li>• Create and staff an office to seek out funded international opportunities and support sponsored students, e.g. Fulbright, Muskie Fellows, government sponsored students</li> </ul>
<i>Resource Requirements</i>	<ul style="list-style-type: none"> <li>• Assistance from Deans and faculty in gathering data on international involvements</li> <li>• Necessary funding to support sponsored student's office</li> <li>• Additional funding for faculty international involvement</li> </ul>
<i>Implementation Considerations</i>	<ul style="list-style-type: none"> <li>• Systematized approach to the development of agreements and documentation</li> <li>• Capitalize on relationships of faculty and staff with foundations, industry and the community</li> </ul>
<i>Accountability Plan</i>	<ul style="list-style-type: none"> <li>• A report on agreement effectiveness from initiating faculty member</li> <li>• Annual report to Deans and Provost</li> </ul>
<i>Metrics to Gauge Success</i>	<ul style="list-style-type: none"> <li>• Number of strategic agreements signed with key institutions</li> <li>• Increase in activity between institutional partners</li> </ul>