Strategic Plan for Internationalization of the University of Florida
University of Florida International Center (UFIC)
Spring 2010

Executive Summary

University of Florida

The University of Florida (UF) is a major, public, comprehensive, land-grant, research university. The state's oldest, largest, and most comprehensive university, UF is also among the nation's most academically diverse public institutions of higher education. The UF faculty and staff are dedicated to the university's threefold mission: learning; discovery; and, engagement. International programs are carried out in the context of these missions. The Strategic Plan which follows is consequently and necessarily reflective of these core missions.

UF International Center (UFIC)

The University of Florida International Center (UFIC), which was established in 1991, serves in a leadership and facilitation role to further the University’s international agenda, providing assistance and support to faculty, staff, administrators, and students as well as external stakeholders in their international activities. In addition to assisting these clients, the Center also functions to enhance the University’s ability to pursue and develop international activities and partnerships appropriate to its core missions. [Further background about UFIC can be found in Appendix I beginning on page 18.]

Goals and Principles Guiding Development of the Strategic Plan

The goals of the Strategic Plan are to:
1) identify priority areas in which UFIC will work during the five-year period to 2015;
2) develop specific objectives to be met within the priority areas during this period;
3) generate strategies for meeting the objectives;
4) specify indicators for measuring whether the objectives have been met in the stated time; and,
5) assign individuals who will be responsible for leadership in implementation of the strategic plan.

The development of the Strategic Plan is guided by four broad principles assumed to be central to the planning effort if real progress is to occur:

1. **Strategic planning is a dynamic and flexible process:** The plan articulated in this document has a time horizon of five years. Obviously, new priorities can and likely will emerge within this time span due to factors such as changes in available resources, changes in the global environment in which a university functions, and other external pressures.

2. **Internationalization of the University of Florida is inherently a desirable and beneficial process for the entire UF community:** The Strategic Plan explicitly positions the University to compete successfully in the current global knowledge environment, an inherently desirable outcome. Knowledge is the currency which drives the university and positions us to excel. Internationalization of our learning, discovery, and engagement missions aligns our entire academic and scholarly agenda with the global imperative that informs this period of history.
3. **UFIC is the UF entity best suited to lead the process of internationalization:** In recent conversations across the campus, expansion of UFIC responsibilities to ensure campus-wide coordination of all international activities has been explicit. Senior UF administration has been clear about the need to recognize this coordination role as a guiding principle.

4. **The Strategic Plan will be energetically supported by all units on campus** through their representatives on the UFIC Faculty Advisory Committee: Without full UF community support, the continuing process of further internationalization of the university cannot go forward. UFIC provides a mechanism and a visible presence to provide necessary leadership but responsibility rests with the entire campus to assure our goals are met.

**A New Vision/Mission Statement**

A new vision statement to reflect the broad span of activities for which UFIC will provide leadership is presented here:

*The International Center motivates and mobilizes the UF community to integrate and sustain high-impact global dimensions in learning, discovery, and engagement, and provides administrative support to assure leadership for this vision.*

**Strategic Plan Priority Areas**

The Center’s Strategic Plan focuses on four priority areas:

A. **Increase visibility, communication, and advocacy for international engagement:** It is apparent that UFIC is neither well recognized nor widely understood across campus. UFIC will increase its visibility on campus by strengthening communication with campus stakeholders, enabling the entire UF community to be better positioned to take advantage of the resources that UFIC offers as the campus leader for internationalization. UFIC will also assume a stronger role as an advocate for deeper engagement of faculty in international activities.

B. **Enhance the quality of and expand the options for international learning experiences:** The Center is perhaps best known for its role as a service unit (see item D below). UFIC will expand its presence beyond the current prominent service roles to include a clear focus on academic aspects of internationalization as well. These academic aspects, apart from active engagement in administration of study abroad programs, have been marginal activities to date but UFIC is well positioned to foster their improvement. The following priorities are focal points for this element of the strategic plan: further enhancement of study and research abroad options — including exchange programs — (at both the undergraduate and graduate levels), to include international internships, service learning options, and other novel international learning opportunities; greater financial support to students who wish to engage in learning abroad; a more formal system to assess the effectiveness and outcomes of international learning activities; more connections between disciplines across campus in furthering international learning; and, development of international concentrations/pathways in the undergraduate curriculum.
C. **Promote international discovery opportunities:** Research is a core mission of the University of Florida and faculty are the principal players in our internationalization agenda for this mission. Faculty, working with graduate and undergraduate students, will have the opportunity to: conduct research abroad; collaborate with researchers and research institutions globally; instill international perspectives into their research and coursework; and engage international students and scholars in cutting edge research of international significance both on and off campus. Campus staff are well-positioned to participate in and promote international endeavors as well. UFIC will facilitate and provide leadership to create and support opportunities for the entire campus community – faculty, staff and students – to be engaged in international research/discovery activities.

D. **Strengthen and make widely known the Center's administrative support services:** The Center was originally formed to handle the services necessary to facilitate the movement of students, faculty, and scholars across borders. Currently UFIC provides numerous support services that have been fine-tuned over the years. UFIC will continue to strengthen and improve the effectiveness of these support services, as these will remain critical and necessary responsibilities, particularly in a post-9/11 world. UFIC will clarify the services that it can best provide and those that other campus offices can or already do provide. Such an analysis will reduce redundancies and improve efficiencies in this dimension of the work of UFIC. A more user-friendly website is an additional anticipated outcome of implementation of the plan.

**Objectives, Strategies, and Indicators**

A number of key objectives under each of these priority areas provide a framework for Strategic Plan implementation. The objectives are listed together with strategies to achieve them and indicators for how to assess that the objectives have been achieved. Timelines for achievement of each objective as well as leadership responsibilities within UFIC are proposed. The full text comprising all elements of the Strategic Plan follows in the next section. No precedence is intended nor implied by the sequence in which the priority areas and objectives are presented.

**[NOTE: Further details concerning participants in the strategic planning process and the process utilized for development of the strategic plan are summarized in Appendix II beginning on page 19.]**
Detailed Strategic Plan

Priority Area A: Increase Visibility, Communication and Advocacy for International Engagement

The effectiveness of the UF International Center is enhanced by an increase in visibility, improved communication with campus units, and proactive advocacy for further internationalization of the campus in all dimensions of its mission areas and responsibilities. Further, UFIC will collaborate more closely with the campus Title VI Centers to promote their activities as an important component of the university’s internationalization priorities. [Refer to Priority D, Objective 3 (page 15) for contributions of website enhancement to this priority area.]

Objective 1 [Lead Responsibility: Dean’s office]
UF International activities, resources, capabilities, opportunities, and accomplishments are proactively publicized and promoted via various communication outlets.

Strategies:
• UFIC presents the strategic plan to the President, the Provost, the Faculty Senate, and each college and school through the Dean of the College or through other effective mechanisms;
• Create new links to the UFIC website from UF or UF-linked communication/websites that are appropriate to the internationalization priorities of UFIC and the campus;
• Form a Public Relations (PR) Task Force representative of all UFIC units to track activities of noteworthy significance for highlighting with major stakeholder groups on and off campus;
• Host or assist in the hosting of internationally-focused activities on or off campus (speaker, fair, exhibit, symposium, etc.);
• Create quarterly update for external stakeholders on UF international activities and accomplishments and post it on the UFIC website;
• Work with external media sources to promote and publicize UF international activities;
• Increase opportunities for individuals with international interests to participate in activities of an international nature at UFIC (volunteers, students, interns, board members, speakers, etc.);
• Develop a professional hard copy brochure/publication about UFIC for distribution to stakeholders;
• Ensure that UFIC staff attend and present regularly at significant internationally-focused conferences/workshops/symposia each year;
• Present conference summaries to UFIC at cross-training events to enlarge the impact of such participation and post these summaries on the UFIC website.
• Secure the services of a part-time OPS public relations/publicity specialist to assist with communications and visibility issues important to UFIC, including working closely with the newly-created UFIC PR Task Force.
Indicators:
- The UFIC Strategic Plan has been presented to the President, the Provost, all colleges, the Deans, and the Faculty Senate;
- The number of internationally pertinent links to the UFIC website has increased;
- Monthly internationally focused activities are hosted or co-hosted by UFIC on and off campus;
- A quarterly updated summary highlighting UF international activity is created and posted on the UFIC website for external stakeholders;
- UFIC is regularly contributing content about UF international activities through multiple external media sources;
- Opportunities for individuals with international interests to volunteer and participate in activities at UFIC increase;
- Two staff (not management) members attend and present at conferences annually;
- Conference summaries posted on the UFIC website;
- A part-time public relations/publicity specialist is appointed and a PR Task Force is formed with whom this individual is closely working.

Timeline:
1) The UFIC strategic plan is presented to the President, Provost, Colleges, Deans and Faculty Senate by the fourth quarter of 2010.
2) Multiple new internationally appropriate links to UFIC’s website are established by the first quarter of 2011 and continuously thereafter.
3) There are an increased number of UFIC hosted international activities on and off campus by the first quarter of 2011 and continuing thereafter.
4) An OPS staff person is appointed and there is increased media coverage of UFIC by the second quarter of 2011 and continuing thereafter.

Objective 2 [Lead Responsibility: Dean’s office and Program Development unit]
UFIC increases its leadership role for strengthening international activities across UF by expanding interactions with colleges in support of their international priorities. To measure progress in attaining this objective, such existing relationships will be benchmarked.

Strategies:
- Advocate with the Provost to encourage each school or college to identify international components (existing and planned) within their courses and programs, and to make such options widely known to students in their units;
- Maintain a current list of international components within the courses of each school or college and publicize on the UFIC website, working as appropriate with the University Curriculum Committee;
- Increase and strengthen collaborative activities between UFIC and other UF units, including such activities as the annual international student and scholar welcome event, the ISS awards program, the study abroad fair, and similar events of broad interest to the UF community.
Indicators:

• UFIC has established contact with all colleges, schools, and units to identify and catalog international components of their courses and programs, both existing and planned;
• UFIC website includes information on or links to international curricula in the colleges;
• Collaborative activities between UFIC and other UF units continue to increase.

Time line:

1) International components of courses and programs are identified and included on the UFIC website by the third quarter of 2012.
2) An increase in collaborative activity between UFIC and other units is documented by the fourth quarter of 2012.

Objective 3 [Lead Responsibility: Dean’s office]
International activities accomplished by faculty are encouraged, recognized, supported, and tracked as important components of faculty members’ career development.

Strategies:

• Advocate with the Provost and Deans to include international accomplishments of a professional nature on faculty annual activity reports;
• Work with the office of Academic Affairs to disaggregate approved sabbatical leaves by domestic and international destinations;
• Improve the ability of UFIC to advise on and enhance faculty Fulbright participation, international sabbaticals, collaborative research with international partners, risk management procedures for international activities, organization of international conferences on the UF campus, overseas IRB approvals, and similar administrative support for broadened international efforts through positioning a new faculty advisor in the Program Development unit.

Indicators:

• The annual faculty activity report specifically requests documentation of professional international activities as part of the data reported;
• Academic Affairs has disaggregated sabbaticals to highlight international activities;
• There is an increase in the number of Fulbright awards and other high profile awards for international activity by faculty at UF;
• Resources are procured and an advisor is positioned within the Program Development unit to provide administrative support for enlarging professional activity by faculty in the international domain.

Time line:

1) The faculty annual activity report requires intentional documentation of international activity by the third quarter of 2012 and thereafter.
2) There are an increased number of Fulbright and other international awards to faculty by
the fourth quarter of 2011.
3) A faculty advisor is hired by UFIC to assist in increasing faculty’s professional involvement in international activities by the first quarter of 2013.

**Objective 4  [Lead Responsibility: Dean’s office]**
A Faculty Advisory Council (FAC) is meeting regularly to support implementation of UFIC’s strategic plan by acting as liaisons to the colleges, assisting in measuring outcomes, and participating in refinement of the plan as necessary.

**Strategies:**
- Expand the membership of FAC by including representatives from all colleges, Title VI units, research institutes, and other interested stakeholders, and schedule regular meetings (at least once a semester);
- Selected members of the FAC are appointed to work closely with UFIC units to contribute to efforts to enhance their performance;
- The FAC engages with the campus Evaluation and Outcomes Assessment specialist to monitor UFIC’s progress in implementation of the strategic plan.

**Indicators:**
- Representatives from colleges, Title VI units, research institutes, and other interested stakeholders attend meetings regularly and actively participate in FAC work;
- FAC meetings are scheduled at least once a semester;
- FAC liaisons to UFIC units are identified and assigned, with specific tasks clearly specified;
- Faculty and staff focus groups, organized by the FAC with assistance from the campus evaluation specialist, meet and report on progress toward strategic plan implementation annually;
- FAC meeting minutes are posted on the UFIC website.

**Time line:**
1) A full Faculty Advisory Council is appointed by the third quarter of 2010 to work with UFIC on implementation of the strategic plan and related responsibilities as noted above.
2) Annual evaluations and updates to the Strategic Plan occur by the third quarter of 2011 and continually thereafter.

**Priority Area B: Enhance the quality of and expand options for international learning experiences**

The contributions of UFIC to international learning at all levels (graduate and undergraduate) are an increasingly recognized and prominent component of the core work of the Center, enhanced by new resources, creative programmatic input, and new models for international learning, including enhanced study abroad options. Evaluation of these and other campus international learning opportunities leads to continuous improvement.
Objective 1  [Lead Responsibility: Study Abroad Director]
Participation in study abroad opportunities continues to grow through greater awareness and enhancement of study abroad options, increased involvement of faculty in delivering study abroad courses/programs, and increased funding support for students to study abroad and/or participate in exchange programs. Current participation in study abroad will be benchmarked as a measure against which to measure progress.

Strategies:
• Work with faculty and staff to identify novel and innovative mechanisms for delivering more study abroad opportunities, including internships, research, and service learning options as well as traditional study abroad formats;
• Design new marketing schemes to promote study abroad, outbound exchange programs, and learning abroad opportunities to a wider array of students, including non-traditional participants;
• Encourage colleges to embed Study Abroad more directly in curriculum offerings by providing models from successful peer institutions that have done this;
• Identify new resources, including the creation of an endowment fund, to support scholarships for graduate and undergraduate students to widen opportunities for participation in study and/or research abroad programs.

Indicators:
• New methods of promoting study and learning abroad are established;
• New resources are available to fund scholarships to study and/or conduct research abroad;
• Participation in study and learning abroad continues to grow by 10% per year

Timeline:
1. New study abroad courses and options are developed and first offered by the third quarter of 2011 and on a continuing basis thereafter.
2. Improved promotional plan for study/learning abroad is in place by the fourth quarter of 2010 and continually improved thereafter.
3. New pool of resources is available and in place by the fourth quarter of 2012.

Objective 2  [Lead Responsibility: Program Development unit]
Draw on the resources and expertise of a new campus capacity for International Program Evaluation and Outcomes Assessment (to be located in the Office of Institutional Planning and Research) to measure the effectiveness of international programs, including but not limited to those in the academic arena.

Strategies:
• Hire a professional Evaluation and Outcomes Assessment expert who has the skills needed to conduct international program assessment and evaluation;
• Create “measures of success” for UFIC international programs including but not limited to studying/learning abroad;
• Provide continuous evaluation support for international program improvements to UFIC;
• Assess the effectiveness of the Office of Program Evaluation and Assessment activities routinely.

Indicators:
• Evaluation and Outcomes Assessment expert with appropriate and necessary skills for evaluation of international programs, including study and learning abroad, is hired;
• Specific measures of success are developed and applied for each UFIC unit and program;
• Evaluation and outcomes assessment recommendations are applied for continuous improvement of international programs housed in UFIC and across the campus;
• An external peer review of the Program Evaluation and Outcomes Assessment specialist is conducted routinely and results incorporated into the office’s strategic goals

Timeline:
1) An expert in International Program Evaluation and Outcomes Assessment is hired by the third quarter of 2010.
2) Measures of success for each UFIC unit and program are created and routinely applied by the second quarter of 2011.
3) External peer review of effectiveness of the evaluation and outcomes assessment expertise by the third quarter of 2014.

Objective 3 [Lead Responsibility: Program Development unit]
Provide leadership to develop new and innovative internationally-focused interdisciplinary/interprofessional (D/P) programs to establish international experiences/opportunities for students, staff, and faculty that increase global competencies and awareness of international issues.

Strategies:
• Designate a UFIC staff member to link colleges/programs which have voiced common goals around internationalizing their units and the campus;
• Catalyze the establishment of new internationally-focused interdisciplinary curricula, both undergraduate and graduate, with academic units across campus;
• Provide leadership for the development and enhancement of distance learning and/or service-learning as mechanisms to deliver D/P programs;
• Offer the Global Plan and Certificate (new undergraduate international curriculum) across departments;
• Facilitate College efforts to infuse discipline specific international content into their curricula;
• Create and manage an “International Masters Seminar Series,” which would bring distinguished visiting scholars to campus.

Indicators:
• Staff is designated in UFIC to provide professional leadership for the cluster of international learning options described above;
• Progress is made in the development of new D/P programs across campus, including those that use novel mechanisms for delivery such as service learning and distance education;
• The Global Studies minor is officially recognized by the University Curriculum Committee and is offered by multiple departments/units across campus;
• An annual “International Masters Seminar Series” is functioning on campus.

Time line:
1) UFIC staff person is designated by the fourth quarter of 2010 to assist with developing this cluster of learning options described above;
2) At least one new D/P program is developed and at least one is offered in novel format by the first quarter of 2012.
3) The Global Plan and Certificate option is completed, approved, and offered by the third quarter of 2012.
4) The International Masters Seminar Series is functioning by the first quarter of 2011.

Priority Area C: Promote international discovery opportunities

UFIC provides effective leadership for strengthening research collaborations with international partners, particularly emphasizing interdisciplinary research activities. Such activities will be funded by externally secured grant funds secured through collaboration between UFIC staff in the Program Development unit and departments and faculty in colleges across campus. Benchmarked against our peers, UF will continue to excel in research collaborations with international partners. Graduate and undergraduate students will benefit from enhanced opportunities to participate in international research collaborations.

Objective 1 [Lead Responsibility: Program Development unit and new IT staff]
An easily accessible and current electronic clearinghouse to share international grant information, professional opportunities, and other externally-funded programs is available on the UFIC website; the clearinghouse is maintained by a designated UFIC staff member. Clearinghouse is developed with substantial input from the Office of Sponsored Research.

Strategies:
• Highlight new grant opportunities of significant international interest on the re-designed UFIC/PD website;
• A UFIC staff member is designated to maintain current information on international grant opportunities on or linked to the UFIC website;
• Link UFIC’s website to the Offices of Sponsored Research, Career Resource Center, the library, UF Foundation, Division of Sponsored Research’s FYI, OIR, COS, and others as appropriate;
• Maintain a location on the UFIC website for international opportunities not routinely listed elsewhere on campus;
• Work with UF SR to change DSR-1 form to incorporate “international” and country-specific data so current grants can be more readily identified and tracked.
Indicators:
• Faculty looking for international opportunities visit the UFIC website and/or are directed to the website maintained by Sponsored Research from the UFIC website;
• Highlighted international opportunities not routinely found elsewhere are included on the UFIC website;
• Links from UFIC’s website to the Sponsored Research, CRC, library, UF Foundation, and OIR websites are created;
• The DSR-1 form incorporates international and country categories;

Time line:
1. UFIC website links to other campus areas are completed by the second quarter of 2011.
2. Changes to the DSR-1 form are completed by the first quarter of 2011.
3. An electronic clearinghouse of international grant opportunities with current and easily accessible information for faculty and staff is posted on the UFIC website by the fourth quarter of 2010 and updated continually thereafter.
4. A UFIC staff member is designated with responsibility as stated above by the fourth quarter of 2010.

Objective 2 [Lead Responsibility: Program Development unit and IT staff]
Working with Sponsored Research, OIR, and IT staff in UFIC, a searchable database is developed and maintained that contains country, departmental, and faculty expertise and is linked to the UFIC website to promote international collaborations; the database will especially highlight the work of the UF Title VI Centers and their affiliated faculty.

Strategies:
• Develop technical specifications for database (develop criteria for search items) with help from IT staff;
• Set up meetings between UFIC IT and experienced IT units across campus to discuss database issues and how best to use existing databases for the stated purpose;
• Draw on the skills of the UFIC IT specialist to assist in the design of the database, incorporate information available from Title VI centers and other on-campus internationally-focused units, and maintain updated profiles.

Indicators:
• Database is created, kept current, and updated annually;
• Faculty profiles containing disciplinary expertise and international experience are in the database;
• Database is used by faculty and staff to share expertise, form collaborative partnerships, and otherwise increase international collaboration;
• The database is tracked by number of hits.

Time line:
1) The IT specialist is tasked with the responsibilities noted in Priority C Objective 2 and supported as needed by additional OPS/student staff by the fourth quarter of 2010.
2) The database is online by the third quarter of 2011.

Objective 3 [Lead Responsibility: Program Development unit and Dean's office]
UFIC has in place a transparent mechanism with which to document how UF activities in the promotion of international collaborative research compare to peer institutions.

Strategies:
• Develop a set of standardized criteria for assessing UF’s comparative performance in international collaborative research with peer institutions;
• Conduct and make available on the UFIC website a rolling 3-year peer comparison report documenting new collaborative international research initiatives;
• Work with the Office of Institutional Planning and Research to develop, document, and publish the new measures of international research collaboration.

Indicators:
• OIR indicators for international collaborative research as agreed upon by both UFIC and OIR are developed, available, and used to benchmark and measure progress in international collaborative research relative to peer institutions;
• The 3-year comparative report is accomplished and posted on the UFIC website.

Timeline:
1) Methods and measures for assessing UFIC’s international collaborative research against peers are available by the second quarter of 2011.
2) Tracking of comparative data is in use and publicly available by the fourth quarter of 2011.

Objective 4 [Lead Responsibility: Program Development unit and Dean's office]
A Global Theme Working Group annual award in the amount of $5000 for recognizing and supporting faculty interdisciplinary working groups is developed and awarded annually by UFIC to increase faculty engagement in international activities.

Strategies:
• UFIC-PD, working with a faculty advisory committee, suggests themes and announces the Global Theme Working Group award as a basis on which faculty can develop working groups to compete for a funding award;
• Engage other relevant campus units to develop a pool for shared funding;
• Assist faculty working groups which are formed and awarded funds with publicity and recruitment of additional participants in the groups;
• Provide mentoring and evaluation support to assess effectiveness of working group process, progress, and direction.
Indicators:

- Guidelines are developed for the Global Theme Working Groups and the award is presented annually;
- Working groups are developed when fund availability is announced;
- Speakers, seminars, and/or workshops are organized by the faculty group which receives funds;
- Research funds to support the working group are secured from external sources to sustain the work of the group beyond the timeframe of UFIC funds;
- Reports are delivered to UFIC on working group accomplishments and are posted on the UFIC website and promoted on campus;
- Mentoring and evaluation of the working groups occurs regularly.

Time line:

1) Guidelines for the award are developed by the second quarter of 2011.
2) The award is distributed annually beginning in the third quarter of 2011 and annually thereafter.
3) Reports from the faculty working group are available by the fourth quarter of 2012 and annually thereafter.

Priority Area D: Strengthen and make widely known the Center's administrative support services

Administrative services are a core component of the mission of UFIC and, as such, provide critical support to the entirety of campus to assure that international students, visitors, staff, and scholars are appropriately here and legally in status; additionally, the International Center provides essential administrative services for expanded, high quality study abroad programs and for securing external funds to support an increasing international program portfolio. Risk management is another critical component of the administrative responsibilities of UFIC and will be further enhanced in the future as part of the Center’s administrative services.

Objective 1  [Lead Responsibility: Dean, Executive Director, and Unit Directors]

UFIC increases its administrative efficiency through clarification of its principal roles and responsibilities across all UFIC-specific internal administrative units vis-à-vis related external units at the University of Florida.

Strategies:

- Identify expertise on organizational management to conduct an external review of UFIC to clarify roles and responsibilities vis-à-vis other units on the campus and provide recommendations on office configuration, work flow, and other matters pertinent to administrative efficiency;
- Develop a list of services that are accomplished by outside units such as HR, housing, police, health, career development, tax services, etc. (possibly via a UF Internal Advisory Board comprised of representatives of these units) and refer stakeholders to the appropriate UF
office or unit for those needs pertinent to the unit, thus conserving unit time for those administrative services best accomplished by UFIC staff;

- Meet with each UFIC unit to confirm responsibilities and outsource overlapping responsibilities to identified non-UFIC offices;
- Review the current organizational chart for UFIC, and current position descriptions, and assess positions and staffing needs based on identified priorities;
- Unit directors identify training needed by staff and incorporate such into annual work plans;
- Plan an external review of UFIC to assess improvements in administrative performance;
- Develop a tracking system for monitoring the effectiveness of all partnership agreements, which will include regular documentation of activities under each agreement, and create workshops for faculty/staff to educate and assist them with the process for development of agreements.

**Indicators:**

- A list of UFIC’s core roles and responsibilities is clearly defined in a written document and is also available on the UFIC internal website for use by key stakeholders;
- A list of often-requested services that are best redirected to an office or unit outside of UFIC is available for reference to stakeholders and also on the website;
- There is clarity amongst UFIC staff regarding the services for which UFIC is administratively responsible; a summary document is produced to describe these functions and is made broadly available to stakeholders;
- A calendar of principal staff training commitments is developed by unit directors as part of annual work plan submission to the Dean;
- An external review of UFIC’s administrative functions and services is completed;
- A new database encompassing all current agreements, providing links to a current summary of accomplishments under each, and cross-referenced to units most closely linked to the partner entity is created and available on the UFIC website.

**Time line:**

1) External review of roles and responsibilities is completed by the fourth quarter of 2010.
2) Revised roles and responsibilities for UFIC is completed by the first quarter of 2011 and staff are informed of these revised roles and responsibilities.
3) Professional development and staff training opportunities are incorporated into annual work plans by the second quarter of 2010.
4) External review of UFIC’s administrative functions and services is completed by the third quarter of 2012.
5) New database with comprehensive details assessing accomplishments under external agreements is completed by fourth quarter 2012.

**Objective 2  [Lead Responsibility: Unit Directors working as a task force]**

The process of providing critical services for international students (including inbound exchange students), study abroad participants, and visiting scholars is more efficient through a strengthened connection between UFIC and each College.
Strategies:
• Strengthen the capacity of administrative contact(s) in each college to coordinate international student (including inbound exchange student), study abroad participants, and international scholar needs with UFIC and with other service units on campus;
• Publish the list of administrative contact(s) for each college on the UFIC website;
• Schedule meeting(s) between principal administrative contact(s) in each college and pertinent UFIC staff to clarify roles and formalize the relationship between the contact(s) and UFIC;
• Hold regular workshops for principal administrative contact(s) to update them on new protocols (including risk management) for services provided to international students (including inbound exchange students), study abroad participants, scholars, and faculty (especially noting any changes in such protocols);
• Monitor effectiveness and adapt roles for administrative contact(s) based on annual survey.

Indicators:
• An administrative contact(s) has been identified in each college and the UFIC list of these contacts is kept current;
• Routine meetings and workshops are scheduled and attended by administrative contact(s) from each College and UFIC staff;
• A document outlining the working relationship between the principal administrative contact(s) and counterpart UFIC units is available for reference and is added to the UFIC website;
• Data from the survey of administrative contact(s) in each College and appropriate UFIC staff is collected, analyzed, used to make improvements, and made available electronically.

Time line:
1) Administrative contacts are identified and a working document describing their roles and responsibilities is drafted by the second quarter of 2011.
2) Workshops for administrative contacts are delivered by the second quarter of 2011.
3) A survey to review administrative contacts and UFIC liaison effectiveness is completed by the second quarter of 2013.

Objective 3 [Lead Responsibility: Management Analysis Coordinator and new IT staff person]
The International Center has a user-friendly, interactive website to support UFIC’s administrative responsibilities and to increase its visibility. (Content of this Objective is also pertinent to Priority Area A - see page 4.)

Strategies:
• Create a website re-design task force composed of members from each UFIC unit, facilitated by an external consultant, with the assigned task to develop and strengthen the UFIC website to better serve UFIC needs and those of our stakeholders;
• Identify components and information needed in the renewed UFIC website, including links to relevant sites of importance to UFIC’s administrative responsibilities;
• Provide for the addition of selected promotional material (downloadable publications, video
clips, etc.) to highlight UFIC programs and services that are pertinent to the internationalization of UF;
• Create a quarterly e-newsletter that highlights globalization activities at UF and is linked to UFIC’s website;
• Continually update all information included on the UFIC website and insure that it is current, accurate, and timely.

Indicators:
• UFIC e-newsletter produced quarterly;
• Survey given to staff, students and faculty before and after website renovation to assess effectiveness;
• UFIC link is present on more internal UF sites, including the UF website main page;
• Information is regularly updated and kept current on the UFIC website;
• Number of hits on the website increases quarterly

Time line:
1) Website task force is organized by the third quarter of 2010.
2) Draft of the revised website is finished by the second quarter of 2011.
3) Fully revised UFIC website is online by third quarter of 2011.
4) UFIC website broadly linked to appropriate sites across the UF campus by the fourth quarter of 2011.
5) First issue of the e-newsletter is produced by the fourth quarter of 2011.

Objective 4 [Lead Responsibility: Executive Director]
Enhance risk and crisis management recommendations and protocols to respond to the different needs of UFIC stakeholders, including international students, exchange students (inbound and outbound), study abroad participants, international faculty/scholars, and other members of the UF community.

Strategies:
• Strengthen the UFIC Risk and Crisis Management Team and expand its role to develop protocols and policies for risk management to respond to the different needs of UFIC stakeholders and to ensure continuity of UFIC operations during a crisis.

Indicators:
• Additional UFIC and UF members are identified to become part of the enhanced UFIC Risk Management Team;
• Written protocols and recommendations are prepared by the UF Risk Management Team;
• Such protocols and recommendations for differing audiences and stakeholders are widely shared and acted on.

Time line:
The strategies and indicators for Priority D Objective 4 will be completed by the first quarter of 20
**Monitoring and Evaluation**

The UFIC Strategic Plan will be reviewed on an annual basis by the Faculty Advisory Council (FAC) assisted by focus groups convened by the FAC as noted above (Priority Area D, Objective 4). In those reviews, progress towards meeting the indicators outlined in the plan will be assessed and any modifications will be made to address any changed realities of the Center. Surveys, focus groups, and meeting minutes will serve to guide the assessments during reviews.

At the end of the strategic planning cycle (2015), a summative evaluation will be conducted to determine the overall accomplishment of the stated objectives and a planning process for a new strategic plan will be launched. The noted evaluation will involve both internal and external stakeholders and will provide the foundation for the development of the next Strategic Plan.

**Resource Implications**

Implementation of the strategic plan as outlined in this document necessarily carries with it resource implications. Although no dollar figure has been calculated at this point, the following items are likely to incur costs for full implementation of the plan:

- External review of UFIC
- Training costs associated with staff skill enhancement
- Travel costs for staff to attend and participate in professional meetings
- Consultant to assist with website renewal
- International Program Evaluation and Outcomes Assessment expert
- OPS staff to lead publicity efforts for UFIC
- Global Theme Working Group(s) awards
- Advisor for increasing faculty participation in international activities
Appendix I

History of the UF International Center

The UF International Center (UFIC) was formed in the Fall of 1991. The founding director of the Center was a faculty member whose position was half-time. At the time, the Center was located in Tigert Hall. As the office began to grow, it occupied some of the third floor of Tigert Hall and the Center’s Program Development unit moved around the campus (Walker Hall, UFF). The Director resigned in the fall of 1993 and an interim half time faculty director was subsequently appointed. It was almost two years before the position was permanently filled again. In 1995, the Center moved to Grinter Hall, a building that was closer to the middle of campus and therefore more accessible to students. However, there was not enough space there for all Center staff, so the Program Development unit was located in Peabody Hall. The Center was finally moved to a renovated suite of offices in The Hub in March 2007, its current location. This more spacious and central location has enabled UFIC to position its entire array of resources into one building where students and faculty can more easily find them. Its proximity to a common area where students eat and study creates a comfortable, accessible, and highly visible environment for the Center’s work and integration with the rest of the campus.

Although the focus of the Center has always been on internationalization of the campus, there have been periods of growth and alternating periods of relative stagnation in this goal under differential funding environments and campus leadership, whose commitment to the internationalization mission has varied. In 1992, for example, the entirety of the Center’s core funding was state funds. There were about 300 study abroad participants per year and fees generated from this activity funded the study abroad unit operations within the Center. As study abroad grew, new staff were hired. In the 2008-2009 school year, the Center administered programs that sent more than 2,200 students abroad, documented and tracked more than 4500 international students, and provided administrative support for a sizable cohort of visiting scholars, non-U.S. born faculty, and J-1 visa holders. In addition, the Center garnered well over $2 million in program support funding from external sources.

UFIC Organization

In 2010, the International Center consists of five main units; Faculty and Scholar Services; International Student Services; Study Abroad Services; Program Development; and, Administrative and Fiscal Services. Internal operations of the Center on a day-to-day basis are led by the Executive Director of UFIC. The Dean is responsible for all efforts and activities led by the Center and also has a principal obligation to connect the Center with external entities on campus and around the world. There is currently a total of 38 staff at UFIC, including 34 full-time positions and 4 OPS and student worker jobs.
Appendix II

The Strategic Plan – Participants and Process

The Committee

To create a committee to develop the Strategic Plan, the dean’s of each college nominated one faculty member who was internationally experienced and currently invested in such programs. The following table lists the faculty who were appointed to the committee by the dean of UFIC. These faculty members became the “Faculty Advisory Committee” (FAC) for the International Center. The first task of the FAC is the articulation of this plan.

<table>
<thead>
<tr>
<th>Name</th>
<th>Representing</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andy Naranjo</td>
<td>College of Business Administration</td>
<td>Associate Professor, Finance</td>
</tr>
<tr>
<td>Taylor V. Stein</td>
<td>College of Agriculture and Life Sciences</td>
<td>Associate Professor, Ecotourism</td>
</tr>
<tr>
<td>Milagros Peña</td>
<td>College of Liberal Arts and Sciences</td>
<td>Associate Dean, Social and Behavioral Sciences</td>
</tr>
<tr>
<td>Enrique Bimstein</td>
<td>College of Dentistry</td>
<td>Professor, Pediatric Dentistry</td>
</tr>
<tr>
<td>Joseli Macedo</td>
<td>College of Design, Construction, and Planning</td>
<td>Assistant Professor and Undergraduate Advisor</td>
</tr>
<tr>
<td>Andrea L. Dixon</td>
<td>College of Education</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Mark Brown</td>
<td>College of Engineering</td>
<td>Professor</td>
</tr>
<tr>
<td>Stanley Kaye</td>
<td>College of Fine Arts</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>David H. Ostroff</td>
<td>College of Journalism and Communications</td>
<td>Professor and Chair, Dep. Of Telecommunications</td>
</tr>
<tr>
<td>Jianhui Zhang</td>
<td>College of Health and Human Performance</td>
<td>Professor</td>
</tr>
<tr>
<td>Stuart R. Cohn</td>
<td>College of Law</td>
<td>Professor and Associate Dean, International Studies</td>
</tr>
<tr>
<td>Richard Davidson</td>
<td>College of Medicine</td>
<td>Distinguished Teaching Professor</td>
</tr>
<tr>
<td>Sharleen H. Simpson</td>
<td>College of Nursing</td>
<td>Associate Professor</td>
</tr>
<tr>
<td>Diane E. Beck</td>
<td>College of Pharmacy</td>
<td>Professor and Director, Educational &amp; Faculty Development</td>
</tr>
<tr>
<td>Ronald H. Rozensky</td>
<td>College of Public Health and Health Professions</td>
<td>Professor and Associate Dean, International Programs</td>
</tr>
<tr>
<td>Jorge A. Hernandez</td>
<td>College of Veterinary Medicine</td>
<td>Professor</td>
</tr>
</tbody>
</table>
Also involved in the strategic planning process were UFIC staff members and other interested campus wide participants. The following chart lists those individuals.

<table>
<thead>
<tr>
<th>Additional Strategic Planning Participants:</th>
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<tbody>
<tr>
<td>Name:</td>
</tr>
<tr>
<td>David Sammons</td>
</tr>
<tr>
<td>Susanne Hill</td>
</tr>
<tr>
<td>Sandra Russo</td>
</tr>
<tr>
<td>Debra Anderson</td>
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<tr>
<td>Yvette McKinney</td>
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<tr>
<td>Pat Schauweker</td>
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<tr>
<td>Janet Romero</td>
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<tr>
<td>Yanina Morero</td>
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<tr>
<td>Kirsten Laufer</td>
</tr>
<tr>
<td>Nargiza Rakhinova-Ludgate</td>
</tr>
<tr>
<td>Linda Gritman</td>
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<tr>
<td>Mary Risner</td>
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<tr>
<td>Walter Bowen</td>
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The Process

The services of two outside professionals (Drs. Kathy Colverson and Janet Henderson) were secured to facilitate the strategic planning process. At the end of October 2009, the Faculty Advisory Committee met with Dr. Colverson for the first time. During this first session, the group considered the current status of UFIC, including clarification of what UFIC currently does, identification of UFIC’s stakeholders, the geographic locations in which UFIC works, and questions about why UFIC exists and how the activities in which it participates can be better represented in a new mission statement.

A survey was sent out after this initial meeting to the entire faculty of each college that asked them to answer these questions: “What does UFIC do?” and “What should UFIC be doing?” The
responses were used in the second planning session in December 2009, which focused on envisioning what UFIC’s responsibilities could and should be. An additional survey was distributed after the second session that asked the faculty: “What does internationalization mean?” The information gathered from this was used in the third and fourth working sessions, when the group focused on creating the specific objectives, strategies, and indicators that make up the UFIC Strategic Plan. These latter sessions occurred during an intensive two-day workshop in January 2010.