

FIU | Global



**GLOBAL
STRATEGY
2025**





GLOBAL ENGAGEMENT

Executive Summary

In Fall 2017, FIU's Provost and Executive Vice President, Dr. Kenneth G. Furton, outlined his vision for an institutional global strategy to the academic leaders of the University. In January of 2018 the university commissioned the Global Strategy Committee with broad university representation tasked with developing a global strategy to guide the institution toward more focused, strategic global engagement.

The Global Strategy Committee consisted of members of the Global Council, which was an advisory body for global institutional policies and strategy; globally engaged faculty and administrative staff from academic units that were not yet represented; and administrators who serve our global stakeholders or otherwise contributed expertise needed to develop sound recommendations.

In order to ensure that the proposed global goals and objectives are in sync with current institutional priorities, such as FIU's BeyondPossible2020 university strategy, Board of Governors performance expectations, and Preeminent and Emerging Preeminent Programs, the committee was divided into two sub-committees for Global Student Success and Global Institutional Success (see committee membership in detail below).

Discussions associated within these broader areas guided the sub-committees to align their recommendations for global success with current institutional priorities. The committee members also felt strongly that global institutional success generates the greatest impact where students, faculty and staff collaborate. Emerging from this notion, the plan has been grouped into priority areas focused on Global Institutional Success, Global Student Success, and Global Faculty Success, each supported by overarching goals and specific actions, measurements and support recommendations.

Under the framework of this strategic plan, we define Global Institutional Success as the achievement of national and international preeminence in key academic, research, and public service programs through global engagement, collaborations and operational excellence. The sub-committee on Global Institutional Success evaluated how the university ensures public recognition of its global footprint and the inner workings of internationalization. In order to achieve optimal effectiveness in internationalizing the institution, this committee organized its recommendations into four priority areas:

- Enhance Global Reputation
- Strengthen Global Collaborations
- Develop Global Infrastructure through Alignment of Institutional Mechanisms
- Augment Global Alumni/Community Engagement and Advancement

Beyond the institutional-centered global strategic goals, we define Global Student Success as students' high degree of attainment of the knowledge, skills, and attitudes needed to succeed in the global society and workforce. As much as the academic and career success of our students is a priority, there is an abundance of global dimensions that, when delivered effectively, can boost our students' success at large. The sub-committee grouped its recommendations into five major goals under which select actions, measurements and support elements are detailed. These goals are:

- Enhance Students' Academic Success through Global Learning
- Strengthen Inbound Recruitment and Mobility Activities
- Promote and Support Outbound Mobility
- Enhance Support Services for International Students
- Promote a Career-Ready Globally Competitive Workforce

The committee has diligently queried academic and administrative unit leaders to identify achievable goals with the greatest impact. Recognizing that our students' success is driven by faculty excellence, the committees emphasized the need for prioritizing support for Global Faculty Success, which is defined as faculty's high degree of global engagement and impact delivered through international and intercultural teaching, research, and service. To reach their full potential at home as well as abroad, faculty must feel inspired and be enabled to carry out their scholarly work and also serve as role models in the global community. In order to do so, faculty need resources and conditions that facilitate their singular, but also collaborative and interdisciplinary, work on global subjects or with global partners. As such, the committees incorporated their recommendations under three goals:

- Promote the Faculty's Global Achievements
- Sustain Faculty Development for Global Engagement
- Facilitate International Faculty Collaborations

The committee much debated the grouping under the three priority areas, which may lead to the impression that each functions independently. Yet, all three areas are so intrinsically interrelated, that FIU's global success can only flourish if all key stakeholders respect and desire to work with the others and within each priority area of FIU's global strategy framework (Table 1).

Global Vision	The globally engaged leader in higher education		
Global Mission	To advance institutional, student and faculty global success		
Global Outcome	A globally committed and competitive institution, workforce and faculty		
Global Priorities	Institutional Success	Student Success	Faculty Success
Strategic Goals	<ul style="list-style-type: none"> Enhance Global Reputation Strengthen Global Institutional Collaborations Develop Global Infrastructure Community and Alumni Engagement and Advancement 	<ul style="list-style-type: none"> Enhance Academic Success Strengthen Inbound Recruitment and Mobility Promote and Support Outbound Mobility Enhance Support Services Promote Global Career Readiness 	<ul style="list-style-type: none"> Promote Faculty Global Achievements Sustain Faculty Development for Global Engagement Facilitate International Faculty Collaborations

Table 1: FIU's Global Strategy Framework

FIU's global reality is that as an institution, our passion for a meaningful global footprint is stronger than ever. These global goals are closely aligned with the University's [Next Horizon 2025 Strategic Plan](#). Combined, these strategies are the next step towards being more resourceful, synergistic, and intentional in achieving our global footprint 2.0.

Because the implementation of FIU's Next Horizon 2025 Strategic Plan was imminent, the finalization of this document was deferred in recognition that our Global Strategy must complement the institution's overall strategic framework and goals. In Fall 2019, Dr. Pablo Ortiz, Vice President & Vice Provost for Regional & World Locations (RAWL) undertook a new review and reconvened the sub-committee chairs and support staff to ensure that there is cohesion and synergy between both strategies. The group found that, while minor adjustments were in order, the originally proposed global priorities and strategic goals are fully aligned with the Next Horizon 2025 framework as illustrated to the right (Table 2).

	Next Horizon 2025	Global Strategy
Amplify Learner Success and Institutional Affinity	<p>Ensure timely graduation for all admitted students and provide exceptional, accessible, and personalized educational experiences at every level of the university</p> <p>Align curriculum with career needs to ensure employment readiness, post-graduation success, and workforce and industry advancement</p> <p>Connect with alumni and out communities (local, regional, national, global) through targeted marketing and communication campaigns, foster engagement opportunities for current students, and build corporate/business and philanthropic partnerships</p>	<p>Global Institutional Success Augment global alumni/community engagement and advancement</p> <p>Global Student Success Enhance students' academic success through global learning</p> <p>Strengthen inbound recruitment and mobility activities</p> <p>Promote and support outbound mobility</p> <p>Enhance support services for international students</p> <p>Promote a career-ready globally competitive workforce</p>
Accelerate Preeminence and Research and Innovation Impact	<p>Cultivate novel and interdisciplinary research, scholarship, and creative activities across all levels of the university</p> <p>Support and continue to grow our preeminent programs</p> <p>Amplify our culture of social innovation and entrepreneurship along with increased opportunities for technology transfer</p> <p>Enhance FIU's national and global reputation among prioritized rankings, surveys, and metrics</p>	<p>Global Institutional Success Enhance global reputation</p> <p>Strengthen global institutional collaborations</p> <p>Develop global infrastructure through alignment of institutional mechanisms</p> <p>Global Student Success Enhance students' academic success through global learning</p> <p>Strengthen inbound recruitment and mobility activities</p> <p>Promote and support outbound mobility</p> <p>Global Faculty Success Promote the faculty's global achievements</p> <p>Sustain faculty development for global engagement</p> <p>Facilitate international faculty collaborations</p>
Assure Responsible Stewardship	<p>Establish a flexible workforce structure in support of efficiency, productivity, and retention</p> <p>Ensure that all investments are in support of the university and its mission</p> <p>Optimize operations and sustainability performance</p>	<p>Global Institutional Success Strengthen global institutional collaborations</p> <p>Develop global infrastructure through alignment of institutional mechanisms</p> <p>Global Student Success Strengthen inbound recruitment and mobility activities</p> <p>Promote and support outbound mobility</p> <p>Enhance support services for international students</p> <p>Promote a career-ready globally competitive workforce</p> <p>Global Faculty Success Sustain faculty development for global engagement</p> <p>Facilitate international faculty collaborations</p>

Table 2: Alignment of Next Horizon 2025 with Global Strategy

Global Strategy Committee Members

Global Institutional Success Sub-Committee

Co-Chair: Eneida Roldan, MD, Associate Dean, International Affairs, and Professor of Medicine, COM
Co-Chair: Jennifer Hilton Montero, Director, Office of Global Initiatives, COB

Global Council Members:

- Ranu Jung, Ph.D., Chair and Professor, Biomedical Engineering, CEC
- Frank Mora, Ph.D., Director, Latin American & Caribbean Center, and Professor, Department of Politics and International Relations, SIPA

Academic Units & Administrative Support Members:

- Pedro Botta, Senior Director, Strategic Initiatives, SIPA
- Helen Cornely, Ed.D., Associate Dean, Administrative Affairs and Associate Professor, Physical Therapy, CNHS
- Hamza Lazrak, Director of Budget, Office of Financial Planning
- Yasmin LaRocca, Ph.D., Associate Director, Institutional Research, AIM
- Mark Macgowan, Ph.D., Associate Dean of Academic Affairs and Professor of Social Work, PHSW
- Mercedes Ponce, Assistant Vice President, Academic Planning & Accountability
- Marta Torres-Berlinger, Director, Program Administration, CASE
- Susan Webster, Ph.D., Director, Training and International Research Initiatives, ORED

FIU Global Support Staff:

- Birgitta Rausch-Montoto, Director, Global Strategy & Faculty Success, FIU Global

Global Student Success Sub-Committee

Co-Chair: Sumit Kundu, Ph.D., Associate Dean, International Programs, Professor, Management & International Business, COB
Co-Chair: Alejandra Parra, Ed.D., Executive Director, FIU Global Mobility

Global Council Members:

- Elizabeth Bejar, Ph.D., Senior Vice President Academic Affairs, Office of the Provost
- Michael Heithaus, Ph.D., Dean and Professor of Biology, CASE
- Hilary Landorf, Ph.D., Executive Director, Office of Global Learning Initiatives and Associate Professor, International Education, CASE
- Allan Rosenbaum, Ph.D., Director, Institute for Public Management & Community Service and Professor, Public Administration, SIPA
- Laura Boudon, Ph.D., Director, Study Abroad (until 2017)
- Manuel Gomez, J.D., Associate Dean for International and Graduates Studies, and Associate Professor of Law, COL
- Diann Newman, Ed.D., Vice Dean, Instructor, SHTM
- Sarah Noppen, Director, International Admissions, Enrollment Services
- Hiselgis Perez, Ph.D., Associate Vice President, Office of Analysis and Information Management
- Eric Peterson, Associate Teaching Professor, Architecture, CARTA

FIU Global Support Staff:

- Lukas Danner, Ph.D., Faculty Administrator, FIU Global

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Global Strategy

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Priority Area I: Global Institutional Success

Achievement of national and international preeminence in key academic, research and public service programs through global engagement, collaborations and operational excellence.

GOAL 1: Enhance Global Reputation

Making FIU's local and global successes more visible for key stakeholders

1.1.1 Action:

Identify major global rankings methodologies and provide data and other supporting information that increase international competitiveness. Track global ranking systems at the institutional, college and program level such as US News & World Report, Times Higher Education, QS World University Rankings, and others.

1.1.1 Measurement:

Move FIU up in national and global rankings (institutional, college or program level).

1.1.1 Support:

Global Strategy Leadership Group to partner with Analysis & Information Management (AIM) to take specific action. Enhance global brand for key stakeholders abroad (prospective students and faculty). Move institutional metrics and pre-eminence designation forward.

1.1.2 Action:

Partner with External Relations' Marketing Task Force on institutional "focused branding campaign" in developing FIU's global brand.

1.1.2 Measurement:

Global successes are included and effectively deployed in institutional branding campaign, that there is a university-wide understanding of who our key international partners are, and that our faculty are equipped to tell our global story.

1.1.2 Support:

Appoint members from the Global Strategy Leadership Group to the institutional branding campaign to ensure that a global branding component is embedded.

1.1.3 Action:

Promote global successes to global partners through targeted communications.

1.1.3 Measurement:

Establish contact list for global partners and send a monthly update on FIU initiatives, programs, resources and new milestones achieved.

1.1.3 Support:

Assign a communications manager for promoting FIU successes to global partners, work with External Relations and college account managers for selection of tailored content.

GOAL 2: Strengthen Global Institutional Collaborations

Focus on outcome-oriented partnerships in support of institutional priorities

1.2.1 Action:

Recommend geographic world regions for strategic engagement.

1.2.1 Measurement:

Develop ranking of geographic locations based on a) institutional priorities, b) past success and existing ties, and c) future potential.

1.2.1 Support:

- Global Strategy Leadership Group to develop a ranking methodology to identify strategic investments and engagement using data such as world population data, trade flows, IIE Open Doors Report, etc.
- Develop leadership for strategic regions, as well as strategic "headquarter" locations to support the promotion of FIU branding and recruiting in support of the Global Strategy.

- Focus on the establishment of FIU World Centers and Emerging World Centers, based on an agreed upon model:

- » North America Hub (with emphasis on Mexico)
- » Latin American and the Caribbean Hub (with emphasis on Colombia, Brazil and Cuba)
- » Europe Hub (leveraging FIU Genoa, also to include the UK, Spain, Poland)
- » Africa Hub
- » Middle East Hub (with emphasis on Kuwait, Israel, UAE)
- » China Hub (Qingdao University, UIBE, Uniquedu/Huikedu, Industry Park project, HU, Tianjin UC, SUFE, HUI)
- » South Asia Hub (leveraging outcomes from Mission Abroad to India)
- » Southeast Asia Hub (with emphasis on Vietnam, Thailand, Malaysia, Indonesia)
- » Expand the FIU/Broward College International Centers affiliate partnerships
- » Establish Alliances (see, e.g., ASU, University of NSW and King's College London)

1.2.2 Action:

Expand successful global collaborations through targeted institutional outreach and coordination with existing global partners.

1.2.2 Measurement:

Target appropriate and compatible highly ranked similar universities in strategic regions to approach for collaboration development that would increase FIU's visibility and brand. Strategically grow international dual degree and transfer agreements.

1.2.2 Support:

Identify faculty and staff champions to support planning, partner identification and engagement, to suggest university-wide and area specific goals and objectives.

1.2.3 Action:

Revamp institutional database of international partnerships and conduct assessment of partnership effectiveness.

1.2.3 Measurement:

Define database categories for comprehensive reporting of partnership success factors and optimal utilization of partnerships information. Assess and evaluate all current academic agreements and MOUs maintained in International Agreement Management System (IAMS) and present findings and recommendations for strategic deliverables to leadership.

1.2.3 Support:

Assign designated resource(s) to lead development of global partnership tracking (internal and external contacts, activity status reporting, preferred partner/strategic level). Assign reviewers for fiscal, academic, and overall quality of international partnerships, and gather college/area evaluations in order to report outcomes to leadership.

1.2.4 Action:

Establish institution-wide thresholds for effective, outcome-based partnerships.

1.2.4 Measurement:

Benchmark best practices and institute regular reporting of all global partnerships.

1.2.4 Support:

Assign the establishment of institution-wide thresholds to the Global Strategy Leadership Group, share bi-annually with leadership.

1.2.5 Action:

Attract financial resources to support global programming through grants and other private and public funding sources.

1.2.5 Measurement:

Obtain three international grant awards (either from international funding sources, or for international education/research purposes) also including fully funded visiting scholars.

1.2.5 Support:

Submit at least five grant proposals and support areas and colleges in proposal development.
Develop database of appropriate international grants and encourage multi-disciplinary collaboration in grant development.

GOAL 3: Develop Global Infrastructure through Alignment of Institutional Mechanisms

Streamline internal processes and allocate critical resources and reduce global risk exposure

1.3.1 Action:

Institute Global Strategy Leadership Group to meet monthly (with additional support meetings as necessary)

1.3.1 Measurement:

Global Strategy Leadership Group established to verify alignment of Global Strategy with FIU's Next Horizon 2025 strategy, and monitor and report on the implementation and completion of actions.

1.3.1 Support:

Assign coordinator to facilitate meetings and committee work.

1.3.2 Action:

FIU Global to offer internationalization expertise and support leaders of Preeminent and Emerging Preeminent Programs with optimizing their global agenda.

1.3.2 Measurement:

Present three new dimensions of international engagement and impact to each Preeminent/Emerging Preeminent Program Leader.

1.3.2 Support:

Leaders from FIU Global, OGLI and International Admissions to interview program leaders on current dimensions of international engagement and successes and analyze current impact. Conduct gap analysis and advise on new global opportunities.

1.3.3 Action:

Create a permanent position for Global Partnerships Manager in RAWL to implement strategic recommendations for Strengthening Global Collaborations.

1.3.3 Measurement:

Hire professional with experience in managing global partnerships.

1.3.3 Support:

Obtain budget to support position.

1.3.4 Action:

Create annual report on fiscal health of global operations and programs centrally as well as at the college level.

1.3.4 Measurement:

Global programs and initiatives should be financially self-sustaining or demonstrate outcomes that align with FIU's Next Horizon 2025 Strategic Plan. Reduce number of global operations/programs that are not self-sustaining; or, document that program's fiscal health is secondary and operations/programs contribute towards institutional priorities through other means.

1.3.4 Support:

Recommend financial planning in program development stage with the Office of Business and Finance; Partner with Provost Office Planning & Finance team to run annual assessments of operational budgets and outcomes.

1.3.5 Action:

Provide basic protections for internationally traveling employees.

1.3.5 Measurement:

Roll out global business travel insurance coverage to protect employees through medical and security benefits and services and 24/7 emergency assistance across the globe.

1.3.5 Support:

Coordinate coverage and benefits with Human Resources and the International Travel Committee. RAWL and Risk Management to administer the policy, regularly communicate benefit to employees and minimize burden of enrollment process.

1.3.6 Action:

Establish new safety and security measures for international travelers.

1.3.6 Measurement:

Establish policies and procedures protecting the institution and individuals from threats posed by foreign entities and individual agents, including Conflict of Interest and Conflict of Commitment and Export Controls. Create a campus culture of global security mindedness.

1.3.6 Support:

International Travel Committee to monitor world conditions and work closely with the Foreign Influence Task Force to guide the university community in following best practices associated with global mobility and collaborations.

GOAL 4: Augment Global Community/Alumni Engagement and Advancement

Create student and faculty success programs harvested from global alumni and friends of the institution

1.4.1 Action:

Create and develop a Global Community and Alumni Engagement committee from across the university.

1.4.1 Measurement:

Establish a written outreach vision and meet four times an academic year to discuss progress.

1.4.1 Support:

Partner with the Alumni Association and College teams to inform and support the goals of the committee.

1.4.2 Action:

Create or improve on current international and transnational alumni and alumni networks and for current and forging community relations.

1.4.2 Measurement:

Operational and shareable database that compiles comprehensive information on alumni and community contacts from a variety of programs.

1.4.2 Support:

Collaborate with Alumni Association, ISSS, International Recruitment and Colleges to develop best options for database.

1.4.3 Action:

Connect with current students to start the international engagement before graduation.

1.4.3 Measurement:

Increase communications and events with international students by 50

1.4.3 Support:

Collaborate with Alumni Association, ISSS, International Recruitment and Colleges develop best practices.

Priority Area II: Global Student Success

Students' high degree of attainment of the knowledge, skills, and attitudes needed to succeed in the global society and workforce.

GOAL 5: Enhance Students' Academic Success through Global Learning

Continue to enhance, promote, and integrate FIU's global learning curricular and co-curricular offerings and programs

2.1.1 Action:

Continue to develop and regularly offer global learning courses that enhance undergraduate graduation success and enable students to meet their global learning graduation requirements.

2.1.1 Measurement:

Compare annually the GPAs and 4-year completion rates of undergraduate students who meet the minimum 2-course global learning graduation requirement with those who take three, four, or more global learning designated courses. Analyze section, time, and campus location offerings for GL courses, by department.

2.1.1 Support:

Work with department chairs and advisors to identify additional potential global learning courses and remove bottlenecks hindering student enrollment in courses beyond the minimum required.

2.1.2 Action:

Increase student participation and achievement of graduation honors that support integrative global learning, such as the Global Learning Medallion and the Peace Corps Prep certificate.

2.1.2 Measurement:

Assess annual student enrollment, participation, and graduation records.

2.1.2 Support:

Promote the Global Learning Medallion and Peace Corps Prep certificate in partnership with other units on campus, i.e. Office of International Student and Scholar Services, Office of Education Abroad.

2.1.3 Action:

Provide high quality faculty and staff development designed to enhance interdisciplinary and problem-centered global learning.

2.1.3 Measurement:

Evaluate the impact of professional development through post-workshop surveys, focus groups, and review of global learning courses.

2.1.3 Support:

Regularly offer Global Learning Course Design and Instruction workshops as well as specialized workshops tailored to faculty and staff needs and interests.

2.1.4 Action:

Increase students' achievement of FIU's graduation-level global learning student learning outcomes, which are essential to personal, professional, and civic success in the 21st century: global awareness, global perspective, and global engagement.

2.1.4 Measurement:

Assess student development of global awareness, global perspective, and global engagement through a longitudinal pre-post study using the Global Perspective Inventory.

2.1.4 Support:

Gather minimum 10% samples of incoming freshmen, transfers, and graduating seniors annually.

2.1.5 Action:

Increase graduation rates in undergraduate and graduate degree programs with global strategic emphasis as designated by the Board of Governors to serve the economic and workforce needs of Florida (see Appendix).

2.1.5 Measurement:

Increase production of undergraduate and graduate degrees with global strategic emphasis by 2022 (rate of increase based on individual unit suggested goals).

2.1.5 Support:

Work with units to develop ideas (i.e. global tracks, travel pods) regarding actions appropriate to each college to raise graduation rates in global strategic emphasis areas.

2.1.6 Action:

Identify auxiliary programs (on/off campus, offshore, online, etc.), including non-degree programs, that cater to specific global populations' needs and interests and promote these programs accordingly.

2.1.6 Measurement:

Develop an inventory of auxiliary programs, evaluate programs' success in terms of serving or attracting international students and/or students living abroad, and determine feasibility for growth.

2.1.6 Support:

Determine top five programs to promote in terms of the fulfillment of FIU's mission of preparing students to most effectively succeed in a globalizing world, while at the same time considering their potential for growth and revenue generation and measure the impact of promotional efforts on growth and revenue generation over proceeding three years.

2.1.7 Action:

Increase the number of Collaborative Online International Learning (COIL) courses and FIU Online programs available to students across multiple undergraduate programs.

2.1.7 Measurement:

Assess the number of courses available and student enrollment in COIL courses and FIU Online programs annually.

2.1.7 Support:

Offer professional development and technological support to FIU COIL faculty and pursue multiple pathways for matching FIU faculty with international partners: existing institutional partnerships, existing faculty research partnerships, J-1 scholar outreach, external COIL grant programs).

2.1.8 Action:

Promote second and third (non-English) foreign language acquisition and proficiency through the implementation of academic recognition programs (badges, modules, certificates or medallions) recognizing foreign language skills as a critical for a globally competitive workforce.

2.1.8 Measurement:

By the year 2020 the study of foreign languages will be established at the undergraduate level through the implementation of strategies proposed by the Foreign Language Work Group.

2.1.8 Support:

Implement programs of foreign language promotion and incentives working with Department Chairs, Office of Global Learning Initiatives, and Office of Education Abroad.

GOAL 6: Strengthen Inbound Recruitment and Mobility Activities

Focus on developing effective strategies for a more robust international student/scholar presence on campus.

2.2.1 Action:

Develop and launch an international dual enrollment program (Early University Credit Admission – EUCA) aimed at creating a pool of high achieving international high school students with affinity towards FIU.

2.2.1 Measurement:

Sign 20 high schools to recruit and participate in the program. Enroll 5,000 international high school students in the international dual enrollment through their high schools or individually through promotion to international high school counselors and while participating in recruitment activities aimed at traditional undergraduate students.

2.2.1 Support:

A collaborative effort between International Admissions, ISSS, FIU Online and other dual enrollment stakeholders on campus. Initial efforts will enhance current international recruitment efforts. As the program is launched and more high schools are engaged, additional funding will be necessary both as scholarship dollars to retain international dual enrollment students into degree-seeking programs and to grow the international dual degree program.

2.2.2 Action:

Increase the English language proficiency requirement options by expanding proficiency options through the admissions process for international graduate and undergraduate students, specifically the approval of expanded English language proficiency measurement criteria.

2.2.2 Measurement:

By Fall 2019, approval by Faculty Senate of new bulletin language and policies.

2.2.2 Support:

International Admissions with the support from stakeholders across campus have drafted a proposal for consideration by the curriculum committee and UGS.

2.2.3 Action:

Simplify admissions process for international graduate and undergraduate students, specifically the creation of provisional transfer and admission through the English Language Institute (ELI).

2.2.3 Measurement:

By 2020, launch program, work with ELI to admit ELI students, advertise to transfer students with more than 30 credit hours and work with graduate programs to offer opportunity to select international students. Assess program and opportunity for growth.

2.2.3 Support:

International Admissions working with partners (ELI, EMS, FIU Online, and English Department) will operationalize these opportunities.

2.2.4 Action:

Simplify the admissions process for international first-time-in-college students, specifically the creation of iJumpstart with FIU Online.

2.2.4 Measurement:

By 2020, launch program, work with FIU Online and campus partners to operationalize iJumpstart for Summer admitted, qualified students. Assess program and opportunity for growth and promotion.

2.2.4 Support:

Implementation will be carried out in partnership with International Admissions, FIU Online supported by Orientation, ISSS and EMS.

2.2.5 Action:

Removal of the NACES.org foreign credential evaluation requirement in order to facilitate ease of admission for international students.

2.2.5 Measurement:

By Fall 2019, submit proposal to Faculty Senate to remove the NACES.org foreign credential evaluation requirement from the admissions requirement.

2.2.5 Support:

International Admissions with the support from stakeholders across campus will draft a proposal for consideration by the curriculum committee.

2.2.6 Action:

Creation of an iC4S program for international students from Broward College International Centers and affiliates, and other partners with signed articulation agreements.

2.2.6 Measurement:

By Fall 2020, create and launch an iC4S program that mimics the domestic program for international students from specific partner programs.

2.2.6 Support:

International Admissions with partners (EMS, ISSS, FIU Online) will operationalize these opportunities.

2.2.7 Action:

Creation of a sponsored programs position to assist FIU in identifying international awards and managing relationships with sponsoring agencies: American Councils, IIE, IREX, DAAD, LASPAU, AMIDEAST, EducationUSA, Consulates and Embassies.

2.2.7 Measurement:

By Fall 2020, submit a funding request for a sponsored programs position within International Admissions to support FIU's outreach and collaboration with DC, Consulates and Embassies and sponsoring agencies.

2.2.7 Support:

International Admissions will begin cataloging and applying to the opportunities available and connecting with current Consulate and Embassies sending students.

2.2.8 Action:

Creation of regional recruitment strategy including the hiring of regional in-country recruiters for target countries. Pilot program in key countries: China, India, Brazil, Mexico and Colombia.

2.2.8 Measurement:

By Fall 2020, submit a funding request for a pilot program to expand a regional recruitment strategy by hiring regional in-country recruiters for China, India and Brazil. Once launched, provide continual assessment and metrics to determine the success of the recruitment efforts.

2.2.8 Support:

International Admissions to coordinate with ISSS providing leadership.

2.2.9 Action:

Develop an extensive international alumni network and hire an alumni coordinator to create and implement a strategic recruitment plan through alumni.

2.2.9 Measurement:

By Fall 2020, submit a funding request for an alumni coordinator position within the Office of International Admissions.

2.2.9 Support:

International Admissions in collaboration with Alumni, College Global Leaders and ISSS will engage active international alumni chapters and discuss with Legal Counsel to develop the framework for an alumni referral fee.

2.2.10 Action:

Development of College and program specific international recruitment plan.

2.2.10 Measurement:

By Fall 2020, meet with each College to present current international student numbers and trends and determine the needs and priorities of each of the Colleges.

2.2.10 Support:

Development of College specific recruitment plan will be operationalized by the Office of International Admissions in collaboration with ISSS and each college.

2.2.11 Action:

Create more integration between FIU Global, International Admissions, and other administrative units focused on international students.

2.2.11 Measurement:

Develop a more focused group of administrators to better perform in the areas of recruitment, retention and progression in order to increase cross-campus buy-in and better utilize resources for each area.

2.2.11 Support:

International Admissions to coordinate with leadership from EMS and RAWL.

GOAL 7: Promote and Support Outbound Mobility

Focus on increasing outbound mobility numbers and opportunities.

2.3.1 Action:

Partner with campus departments and colleges to promote and increase the number of students who study abroad each academic year. Designate 2025 as "The Year of Global Mobility for Global Minds"

2.3.1 Measurement:

Increase the number of students going abroad to 2000 by the year 2025.

2.3.1 Support:

Develop educational campaign about options, accessibility, and benefits of study abroad campus-wide.

2.3.2 Action:

Document the impact of study abroad on FIU student's retention, time to graduation, and starting salaries.

2.3.2 Measurement:

Show impact to prove increased retention, faster graduation, and higher starting salaries of students who study abroad.

2.3.2 Support:

Work with AIM to ensure accountability.fiu.edu includes information that can be used to support the assessment and documentation of study abroad impact on FIU student's success.

2.3.3 Action:

Work with units on campus, FIU Foundation, and off campus organizations to increase available funding/scholarships for study abroad opportunities.

2.3.3 Measurement:

Increase the amount of FIU scholarship money/funds to \$100,000 by 2020.

2.3.3 Support:

\$75,000 in new scholarships for study abroad. At this time, we have \$25,000 in scholarships.

2.3.4 Action:

Create an awareness campaign to educate students about the career impact of study abroad and help them market that experience in their internship and job search process.

2.3.4 Measurement:

By 2020 develop five promotional opportunities (i.e. infographic, social media, electronic message boards, floor stickers) for awareness raising.

2.3.4 Support:

Engage with campus partners (OSA, Student Affairs, External Relations, Advising Department, Career Center) to identify appropriate channels of communication.

2.3.5 Action:

Conduct pre-post surveys of students studying abroad, to assess the expectations and effect of study abroad in increasing intercultural competence and fluency, workforce preparedness, academic maturity, global competitiveness (longitudinal study).

2.3.5 Measurement:

By 2020 complete survey of at least 50% of students studying abroad.

2.3.5 Support:

Work with AIM to develop a survey tool and an assessment mechanism.

GOAL 8: Enhance Support Services for International Students

Focus on increasing the opportunities for student success, engagement and retention through innovative welcome and support services

2.4.1 Action:

Expand and customize pre-arrival comprehensive support initiatives for new international students who have been admitted and are in receipt of their immigration documents to ensure and reinforce their decision to become an FIU student.

2.4.1 Measurement:

Through a series of initiatives (virtual pre-arrival sessions, engagement campaign, live virtual panels) increase yield of international admitted students to matriculation from 50% to 75%.

2.4.1 Support:

Administer post-arrival surveys every semester to assess the effectiveness of the pre-arrival strategies, assess the needs and expectations of new students at FIU and take action based on the results.

2.4.2 Action:

Design and administer an overall student satisfaction survey for international students to assess students' expectations, needs and satisfaction levels.

2.4.2 Measurement:

By the end of the Fall 2019 administer survey to all international students at FIU and report results by the end of Spring 2020.

2.4.2 Support:

Work with relevant provider during the academic year 2018-2019 to design, implement, and administer survey in the Fall of 2019.

2.4.3 Action:

Increase international student support services at BBC to house the ISSS Office, ELI and Education Abroad.

2.4.3 Measurement:

By the year 2025 establish a physical location where global services are offered to BBC population.

2.4.3 Support:

ISSS will partner with ELI and Education Abroad to articulate a plan for the implementation at BBC.

2.4.4 Action:

Enhance support services for remote international students who are transitioning to FIU (including China).

2.4.4 Measurement:

By the year 2020 ISSS will have served 80% of the students who are transitioning to FIU.

2.4.4 Support:

ISSS will collaborate with remote campuses' coordinators to implement support services and information sharing sessions in all areas in need of support.

GOAL 9: Promote a Career Ready Globally Competitive Workforce

Promote/enhance high-quality career services and internship opportunities across campus to develop a career-ready workforce for the global market

2.5.1 Action:

Promote and support student career readiness based on the guidance of established National Association of Colleges and Employers (NACE) competencies, especially Global Cultural Fluency.

2.5.1 Measurement:

Have students attend at least three career workshops and participate in team building and problem-solving activities.

2.5.1 Support:

Partner with campus units, advisors, and Student Affairs to raise awareness of availability of opportunities. Create incentives for students to attend.

2.5.2 Action:

Increase international students' awareness of established competencies to further their career-readiness and to make them more attractive to potential OPT employers.

2.5.2 Measurement:

Implement a set of established milestones throughout students' programs to ensure attainment of these competencies.

2.5.2 Support:

Create an online module to offer relevant training regarding career preparedness.

2.5.3 Action:

Design a promotion plan to educate the international student community on the opportunities available to them through existing partner organizations every semester.

2.5.3 Measurement:

Increase the number of internships found through these organizations by 15% by 2020.

2.5.3 Support:

Identify and promote Internship opportunities for international students in alignment with Curricular and Optional Practical Training policies.

2.5.4 Action:

Implement prospective employer information sessions to educate them on the immigration nuances of hiring foreign nationals in partnership with the Office of International Student and Scholar Services.

2.5.4 Measurement:

Engage 95% of employers attending employment fairs at FIU in these information sessions by 2020 to ensure proper understanding of the international students' hiring processes.

2.5.4 Support:

Offer newly designed Prospective International Student Employer information sessions once a semester in fall, spring and summer.

2.5.5 Action:

Offer information sessions to academic units and academic advisors on campus to educate on immigration requirements related to internships and off-campus employment for international students in partnership with the Office of International Student and Scholar Services

2.5.5 Measurement:

By 2020 extend reach of info sessions to 95% of units/offices on campus.

2.5.5 Support:

Offer specifically designed and up-to-date information sessions once a semester in fall, spring and summer.

Priority Area III: Global Faculty Success

Faculty's high degree of global engagement and impact delivered through international and intercultural teaching, research and service.

GOAL 10: Promote the Faculty's Global Achievements

Showcase substantial scholarly outputs to visualize FIU's global impact

3.1.1 Action:

Compile global scholarly achievements by faculty (and students) and create regular institutional publication to promote collective global successes.

3.1.1 Measurement:

Increase visibility of individual and collective faculty global impact as a public resource and to the internal community.

3.1.1 Support:

Utilize existing databases and other information sources from central and academic units. Include awards, appointments and honors, grants, publications, projects, engagement and other dimensions. Consider master database/repository to track top international scholarly achievements.

GOAL 11: Sustain Faculty Development for Global Engagement

Facilitate and expand range of international opportunities and engagement for FIU faculty

3.2.1 Action:

Provide financial incentive for faculty exploration of new study abroad programs and destinations for their faculty-led programs.

3.2.1 Measurement:

By 2025, establish a \$50,000 fund to facilitate these faculty exploratory and planning activities in locations abroad. This should be a partnership effort with the Office of Education Abroad in alignment with 2025 as "The Year of Global Mobility for Global Minds" goal under Global Student Success (2.3.1.)

3.2.1 Support:

Fundraise \$10,000 annually to support four faculty members in the planning of a new Education Abroad program.

3.2.2 Action:

Identify funding programs and opportunities in support of faculty research, teaching, travel, and development abroad.

3.2.2 Measurement:

Assist five faculty with funding for global mobility, exchange or collaborative projects per year.

3.2.2 Support:

RAWL to coordinate global faculty success efforts and conduct workshops on opportunities available to faculty through Fulbright, Erasmus+, USAID and other organizations.

3.2.3 Action:

Incentivize/support new faculty global collaboration such as joint research, publishing, teaching and exchanges.

3.2.3 Measurement:

Raise \$50,000 annually in private donations to be awarded to unfunded faculty projects.

3.2.3 Support:

RAWL and Office of Advancement to take the lead on developing a case for funding initiatives and pursue suitable donors for activities such as international conferences, research travel, etc.

GOAL 12: Facilitate International Faculty Collaborations

Focus on support mechanisms that ease bureaucratic burdens for faculty and their collaborators

3.3.1 Action:

Promote international research collaboration with international visiting scholars (visiting faculty, researchers, postdocs) throughout more academic units.

3.3.1 Measurement:

Increase the number of international scholars by 20% by the year 2025.

3.3.1 Support:

HR, Academic Affairs Planning and Finance, ISSS, and RAWL to design a College/Department Outreach Program to provide information on the related processes facilitating the hosting of international scholars (faculty, researchers, post-docs).



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