International Programs 2009 Strategic Plan

THE BENCHMARKS BY WHICH OSU WILL BE RECOGNIZED ARE GLOBAL

Premise
The world is a smaller place than it was a generation ago. In the 21st century, every business is international, and nearly every endeavor involves working with people from different cultural backgrounds. International Programs brings OSU to the world by engaging our students and faculty in international teaching, learning, research and outreach. And we bring the world to OSU by educating students from around the globe, welcoming visiting scholars, fostering international research collaboration and creating a vibrant international community.

Mission
Charged with shepherding OSU’s international collaborations, the Office of International Programs (IP) is dedicated to furthering the internationalization of OSU’s instructional, research and outreach activities.

IP seeks to foster, coordinate and advocate for programs and services that have an international dimension. IP identifies opportunities and serves as a nexus for international education, research and outreach activities. IP is a creative catalyst to help OSU become a premier international university, with its mission reflecting global interdependence and the increasingly international basis of Oregon's economy. IP engages in entrepreneurial efforts to provide the resources necessary to support its mission.

Thumbnail Activities
IP places outbound students in International Degree and Education Abroad (IDEA) opportunities (OSU offered the first International Degree in the country) sponsored by either OSU or OUS; advises inbound students and faculty and provides immigration assistance and support via International Student and Faculty Services (ISFS); and, through what was formerly the English Language Institute (ELI), now INTO OSU, recruits international students and provides language training such as to ensure their success at OSU. IP encourages intercultural content in existing OSU coursework and assists faculty in formulating international activities. IP coordinates outgoing/incoming international delegations and, in collaboration with faculty, leads regional initiatives for Asia and Africa. In addition, IP assists faculty in obtaining external funding.

Resolve
IP is resolute in its intention to broaden the number and depth of international education opportunities available to OSU students and faculty, as well as to host international students and faculty at OSU. IP recognizes it is time for a step change.
In 2008-2009 IP has made remarkable progress in coming together as a cohesive unit. These positive steps will go a long way toward helping IP fulfill its mission, and expand its linkages to campus partners. To further advance a cohesive face for OSU’s international agenda, IP is recommending that the Office of the Provost strengthen the ties between IP and INTO OSU, and consider merging them back into a unified program to maximize the opportunities for growth of our international student body. Not only will stronger links help place all of OSU’s international activities under a single umbrella, but it will help resolve issues with accreditation of our intensive English language program and federal government approval for visa processing.

**Investments to Advance**

In the current budgetary situation, additional investment of E&G funds is unlikely, and IP must be proactive in pursuing alternative revenue streams. Nonetheless, for administration to see clearly the costs associated with certain initiatives, required resources are printed in *italics* on the attached matrix. Identifying possible alternative resources is an ongoing priority.

A number of goals and objectives will require resources as OSU moves ahead with its international agenda. To illustrate: providing professional assistance to create short-term, embedded and summer overseas study will require additional staffing; existing staff are working at capacity. It is unrealistic to expect growth without appropriate resourcing, and IP units will explore how a realistic fee for service structure can be implemented. The same is true within ISFS: additional international students carry additional staffing needs. As an alternative to E&G funding, ISFS will pursue cooperative staffing with INTO OSU. One last illustration should suffice: hosting international delegations and assisting university leadership with all aspects of outgoing international visitors is labor intensive and difficult to fit within current assignments. To properly fulfill this role, IP would require additional staff and, ideally, a modest hospitality budget. Perhaps IP overhead can be attached to grant proposals that involve international activities and those funds earmarked for delegation support activities.

As OSU seeks to prepare a globally competitive workforce and an internationally educated citizenry, the need for explicit investments is clear. If internationalization of the campus is indeed a goal of Phase II of the OSU Strategic Plan, investments are warranted regardless of the source of such support. IP must assume a proactive stance to support these initiatives.
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Strategies to Advance

- **Administrative Championing of Internationalization.** The competition among U.S. institutions of higher education for study abroad and international students seeking U.S. degrees continues to be an escalating challenge. In a recent article in the *Chronicle of Higher Education*, the retired chair of McDonnell Douglas noted that responding to these challenges means institutions of higher education must adopt new international strategies promoting better international skills among students and faculty. As the VP for International Initiatives of the American Council on Education avers, that strategy must be front and center for the institution, not relegated to the margins. To ensure that centrality, President, Provost and university leadership must be on board and vocal (see *Chronicle of Higher Education*, February 27, 2009). To become the world-class institution OSU aspires to be, internationalizing the campus is a priority.

- **Structural Obstacles & Coalescing of International Initiatives.** The parallel existence of IP and INTO OSU as separate entities has resulted in an impression that international activities are too disparate. It has created confusion and ambiguity across the campus, resulting in a splintered image of IP. Strategic decisions must consider a unified international front, and that includes coordination of college-based international opportunities. INTO OSU will prove invaluable for increasing the numbers of international students studying at OSU, but additional proactive onus rests with IP to interrupt and reverse the decline of the past several years. Doing so requires cognizance of the increasingly competitive environment among U.S. colleges and universities looking to international enrollments as a solution to many problems. Close and collaborative efforts that include academic units, University Advancement, OSU Alumni Association and INTO OSU are essential to countering the downward trend.

- **Global Competencies & Engagement.** To achieve the goal of internationalizing OSU, IP cannot go it alone. In addition to activities and initiatives formulated internally, the curriculum must reflect the inclusion of global learning. Bacc core stipulations do not recognize the value of experiential intercultural competencies or international educational experiences in any meaningful way and tend to operate as disincentives for students exploring options for global learning. According to Victor Johnson, Senior Advisor to NAFSA: Association of International Educators, “The biggest barrier to study abroad by American college students is the rigidity in universities’ curricula” (*Miami Herald*, March 3, 2009). Working in conjunction with the Baccalaureate Core Ad Hoc Review Committee, IP would like to remove structural barriers that impede international education and align general education requirements with the institutional quest to be an
international university. Outcome measures to assess global learning emphasize the value of such experiences without exception. Language training and intercultural learning are other components of internationalizing the campus and ought not to be left out of policy deliberations.

- **Enhancing Diversity & Inclusion.** To ensure that all OSU students can take advantage of our study abroad options, the International Degree and Education Abroad (IDEA) unit of IP has established the Multicultural Study Abroad Group (MSAG) to assist minority and nontraditional students in pursuing programs that fit their personal agenda and the demands on their lives. Improving the in-course intercultural content is also part of the IP agenda, as a means of bringing contact with other cultures to students enrolled at OSU. IP is unwavering in its dedication to facilitating international research and scholarship of U.S. faculty, as well as assisting international visiting faculty as they seek collaborative opportunities within OSU. As the campus home for OUS International Programs, IP is equally dedicated to ensuring full collaboration with OUS to leverage our resources and assisting other OUS institutions with their international agenda.

Steps are already being taken at the federal level (the Senator Paul Simon Study Abroad Foundation Act would provide funding to universities to quadruple the number of students studying abroad over the next ten years), and earlier efforts and endorsements by Presidents Clinton and Bush (including enhanced funding opportunities) also advanced the realization that it is a global world and U.S. students are well served by broadening their horizons. The point is: OSU needs to formulate and implement its own international education policy encompassing on-campus, short- and long-term study abroad options available within OSU and OUS programs; increased enrollment in the International Degree program; research opportunities; and the hosting of international scholars collaborating with their OSU colleagues—scholarship does not recognize national boundaries.

- **Strategic Partnership Agreements.** As a first step in making better strategic investments, IP has worked to refine and focus the protocol for international partnership agreements. IP is convinced that responsible academic units must stand at the forefront of these agreements, and commemorative agreements in their own right do not contribute to the type of strategic investment OSU must be making in this time of budgetary scarcity. As we move forward, IP is recommending that general Memoranda of Understanding (MOU) and other types of international agreements be signed only when they dovetail with OSU strategic initiatives, responsible parties can be identified within academic
units, the college home of those units is fully on board and there is a clear faculty-to-
faculty connection. Agreements for their own sake or for commemorative purposes only
distract from the overriding goal of strategic investments and do not constitute assets
which will move the institution forward. Clearly there are justifications for a relatively
small number of such MOU, but deliberate advancement should be the order of the day
and should be predicated on strategic regions, on the three signature areas of distinction
identified in Phase II of the OSU Strategic Plan, and even on how such agreements might
develop into activities that impact the OSU curriculum.

• IP Faculty Grants Initiative. In spring 2009, twelve faculty members were selected to
receive grants totaling $27,000 for initiatives that contribute to expanding and
strengthening the international dimensions of teaching, research and service at OSU. This
grants program, funded by the Vice Provost for Academic Affairs and International
Programs, revives an initiative that ran from 1996 to 2000 but had been suspended for
lack of funding. Dividends of the program have included awareness among faculty that
international activities are respected and might be rewarded; an opportunity for faculty to
prepare seed grants prior to seeking more robust funding from external sources; and an
advancement of international infrastructure and collaboration on research projects
designed to address pressing global needs. A number of the funded applications also
included student participation, thereby magnifying the impact of the projects.
Continuation of the IP Faculty Grants and Awards as a mechanism to promote campus
buy-in for internationalization is a priority.

A measure of the success of the IP Faculty Grants and Awards will include a return on
investment as indicated by the number of submitted/funded proposals arising from
faculty who received IP support in 2009. Future funding criteria might include overhead
directed to IP to support resulting international participation.

• Fostering External Grant & Funding Initiatives. Facilitating faculty grant applications
that involve international foci should be a high priority for IP. Staff currently moderate
interest groups for Africa and Asia and have facilitated submissions to both federal and
private funding sources.

To illustrate: In September 2008, the Associate Provost for IP, in cooperation with the
International Council representative from COAS, brought a National Science Foundation
program officer to campus to discuss Partnerships for International Research and
Education (PIRE) funding opportunities. The event attracted more than 60 OSU
researchers and resulted in the submission of a number of NSF proposals (competitively judged internally).

Further, IP staff, working with campus stakeholders, is continuously monitoring other federal grants that will help build a robust international capacity at OSU. In the future, overhead charges might be considered for those proposals which include international activities.

- **Expanding Alumni Relations.** Relationships with IP alumni and friends have not received the attention that they deserve or that is necessary to develop philanthropic support for IP activities. Fostering sustainable ties to both outgoing and incoming students begins during their student days and should continue thereafter. For a variety of reasons, nurturing those relationships has not been a priority, nor have they been a source of philanthropic support. Since the 2004 IP Strategic Plan was drafted, staff have made piecemeal efforts, but a renewed and centralized effort is being undertaken to develop friends and ultimately supporters of OSU’s international effort. The OSU Foundation has not made international alumni development part of its active agenda to date, so IP itself has undertaken to renew a welcoming embrace to alumni and do the necessary groundwork prior to asking for financial support. Resources have been devoted to this effort, and will continue to be focused on strengthening ties between those who have had an OSU international experience and the Office of International Programs. The criterion by which these efforts are judged will include a palpable return on investment.

Giving opportunities have been defined around three internal priorities—scholarships, student travel stipends and faculty support—and featured more explicitly on the IP Web site.

In fall 2008, IP staff worked with the OSU Korean Alumni Association to bring several OSU representatives, including the Provost and the President of the OSU Alumni Association, to Korea for their annual alumni event. Upcoming efforts will focus on working with an OSU graduate and Swiss citizen to establish and support an alumni group in continental Europe, and facilitating OSU President and Provost connections with key alumni in India and the Middle East.

- **Marketing & Communication Strategies.** To attain its goals, IP has begun to develop a strategy for integrated communication and branding. IP is concentrating on making that strategy a reality by participating in News and Communication Services Extended Staff
International Programs 2009 Strategic Plan

meetings (now part of the Integrated Marketing and Communications Network) to position international campus news for broader coverage and to learn better branding techniques. Efforts in early 2009 will finalize an integrated protocol for disseminating communications to both on- and off-campus constituencies. IP has built upon a more cohesive Web identity developed with University Advancement by incorporating dynamic content and reflecting changes in our organization to ensure effective outreach and branding. Print pieces and electronic newsletters will reinforce one another and provide a more informative avenue for reaching out to IP alumni and friends. All these efforts will be informed by the OSU Integrated Marketing and Communications Plan and will contribute to IP’s integrated communication strategy.

Internal marketing efforts are no less essential than outreach. Campus conversations identified the importance of spreading the word and enlisting participation as key facets of IP’s internationalization efforts. Efforts to reach out to new and recent hires, as well as more senior faculty, will be redoubled. Enlisting the talent and energies of members of the International Council will help maximize these university-wide efforts, as IC members are point people for internationalization within academic colleges and provide a dynamic campus-wide network of people—a brain trust—invested in the international agenda.

Creating Our Future: IP 2009-2013

The following matrix of IP goals, objectives, strategies and resource needs is distilled from (1) rounds of meetings with college leadership and their IC representatives; (2) key conversations with other campus stakeholders who have been identified with IP over the years; (3) a strategic planning exercise with the IC; and (4) internal IP work sessions.
## International Programs 2009 Strategic Plan

### Goal 1: Advocate for OSU internationalization

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies and metrics</th>
<th>Congruence with OSU Plan</th>
<th>Resources required¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Integrate internationalization into OSU mission</td>
<td>*Stress globally competent workforce&lt;br&gt;Metric: inclusion of international initiatives in OSU Plan</td>
<td>Commitment #1</td>
<td>*Cooperation; advocacy</td>
</tr>
<tr>
<td>B. Include internationalization in all college and department strategic plans</td>
<td>Inventory college-level strategic plans&lt;br&gt;Metric: count of explicit international initiatives</td>
<td>Commitment #2</td>
<td>*Cooperation; advocacy&lt;br&gt;*Inclusion on PROF</td>
</tr>
<tr>
<td>C. Change bacc core to reflect international opportunities, experiences, service learning</td>
<td></td>
<td>Commitment #1</td>
<td>*Cooperation with Curriculum Council and Bacc Core Ad Hoc Review Committee</td>
</tr>
<tr>
<td>D. Implement university-wide intercultural training</td>
<td>*Intercultural Communications Week will occur in May 2009&lt;br&gt;*Speaker planned for University Day 2009&lt;br&gt;*Initiate process to train a cadre of trainers</td>
<td>Goal 2</td>
<td>*Modest financial support; already budgeted for 2009</td>
</tr>
<tr>
<td>E. Enhance role of International Council as proactive agents for internationalization</td>
<td>*Enhance campus image of IC&lt;br&gt;*Include IC rep in preliminary exploration of new partnership agreements</td>
<td>Three signature areas of distinction</td>
<td>*Cooperation&lt;br&gt;*Include IC rep in international agreement distribution memos</td>
</tr>
</tbody>
</table>

¹Future resource investments shown in *italics*, when E&G funding permits or IP obtains alternative funding.
### International Programs 2009 Strategic Plan

<table>
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<tr>
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</tr>
</thead>
</table>
| F.  Increase visibility and coordination of International Education Week | *Establish annual international alumni award and lecture  
Metric: number of activities and participants                                      | Goal 2                    | *Devotion of IP staff time and management support  
*Coordination through IP marketing and communications working group  
*Cooperation with University Advancement and OSU Alumni Association  
*Modest internal budget earmarked for marketing   |
| G.  Create greater faculty opportunities for teaching abroad               | *Highlight opportunities on IP Web site  
Metric: number of faculty involved                                               | Goal 2                    | *Incentives for faculty participation, including PROF                                                              |
| H.  Create international safety plan                                      | *Collaborate with Risk Management to create international security and risk committee with campus buy-in  
Metric: registration of international student and faculty travel                | Goal 2                    | *Cooperation                                                                                                       |
| I.  Present a united front for international initiatives                  | *Reintegrate INTO OSU and IP into a single administrative unit                          | Goal 2                    | *Cooperation                                                                                                       |

<sup>1</sup>Future resource investments shown in *italics*, when E&G funding permits or IP obtains alternative funding.
### Goal 2: Expand number of OSU students who study and conduct research abroad

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies and metrics</th>
<th>Congruence with OSU Plan</th>
<th>Resources required(^1)</th>
</tr>
</thead>
</table>
| A. Increase number of students in International Degree (ID) program        | *Generate college-level buy-in  
*Integrate with academic requirements  
*Create additional programming for ID cohorts  
*Create additional thesis advising support for ID students               | Goal 2                    | *Cooperation  
*ID advising sheets for colleges  
*ID thesis advising part of PROF  
*\textit{FTE allocation}                                                  |
|                                                                           | Metric: number of participants                                                         |                          |                                                                                           |
| B. Reduce bureaucratic barriers to international activities                | *Implement transparent policies  
*Internationalize internal OSU systems (e.g. accounting and billing)               | Goal 2                    | *Cooperation                                                                               |
|                                                                           | Metric: revise bacc core to include experiential learning                              |                          |                                                                                           |
| C. Increase short-term study abroad options; create certificates; make transcript visible | *Establish vetting process for faculty-led programs, including appropriate training  
Metric: number of participants and short-term programs                      | Goal 2                    | *Cooperation with academic units  
*Coordination with Study Abroad Advisory Committee  
*\textit{FTE allocation for coordination}                                  |
| D. Refine relationship with Oregon University System (OUS) opportunities   | Expand IE3 Global Internships; make known to OSU academic units  
Metric: number of integrated opportunities                                     | Goal 2                    | *Internal cooperation  
*Redefinition of OUS mission  
*Combine OSU and OUS resources where possible                               |

\(^1\) Future resource investments shown in \textit{italics}, when E&G funding permits or IP obtains alternative funding.
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</thead>
<tbody>
<tr>
<td>E. Create articulation table for coursework at most prominent education abroad sites</td>
<td>*Develop credit equivalency database and add to IP Web site Metric: articulation agreements</td>
<td>Goal 2</td>
<td>*FTE redirection</td>
</tr>
<tr>
<td>F. Expand orientation programs and intercultural training for international opportunities</td>
<td>*Utilize existing anthropology course; develop one-credit online course *Strengthen reentry course and buddy program Metric: number of students</td>
<td></td>
<td>*FTE redirection to support *Utilize IDEA Ambassadors *Fee-for-services arrangement *Designate resources for programming</td>
</tr>
<tr>
<td>G. Grow embedded programs abroad (field trips, short-term programs part of for-credit courses)</td>
<td>*Work with academic units on possible linkages Metric: number of embedded opportunities</td>
<td>Goal 2</td>
<td>*Coordination with academic units *Coordination with Study Abroad Advisory Council *FTE allocation</td>
</tr>
<tr>
<td>H. Expand curriculum integration of education abroad in all undergraduate units</td>
<td>*Endorsement by Faculty Senate, Provost Council, International Council *Expand ways students learn about education abroad Metric: number of students</td>
<td>Goal 2</td>
<td>*Coordination with academic units *FTE allocation</td>
</tr>
<tr>
<td>I. Establish International Resource Center (links with Goal 3C)</td>
<td>Identify suitable space</td>
<td>Goal 2</td>
<td>*Space allocation *Coordination with Campus Alliance for International Resources (CAIR) *FTE allocation</td>
</tr>
</tbody>
</table>

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Updated May 14, 2009
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</table>
| J. Expand OUS IE3 Global Internships program to all majors | *Create internal communication plan  
*Coordinate with engineering schools  
Metric: number of students | Goal 2 | *Coordination and cooperation |
| K. Align education abroad opportunities with three signature areas of distinction | *Publicize programs focusing on three signature areas  
*Curriculum integration of study abroad  
*Create short-term programs on three signature areas | Goal 2 | *Coordination and cooperation |

### Goal 3: Facilitate integration of international students and scholars at OSU

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies and metrics</th>
<th>Congruence with OSU Plan</th>
<th>Resources required¹</th>
</tr>
</thead>
</table>
| A. Expand scholarship programs, such as International Provost Scholarship and International Cultural Service Program | *Grow scholarship support  
Metric: designated scholarship funds | Goal 2 | *Additional scholarship development by OSUF |
| B. Allocate INTO revenue to IP to support ISFS staffing and other resource needs | Metric: designated INTO funds | Goal 2 | *Full-time professional receptionist in Kerr office  
*Full-time advisor for current training and transition related to INTO  
*1.0 FTE advisor for every 300 additional international students |

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### International Programs 2009 Strategic Plan

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<tbody>
<tr>
<td>C. Establish International Resource Center <em>(see above Goal 2I)</em></td>
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### Goal 4: Improve fund-raising efforts and donor stewardship

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<tr>
<th>Objectives</th>
<th>Strategies and metrics</th>
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<th>Resources required¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Develop cohesive fund-raising strategy</td>
<td>*Develop plan in cooperation with OSUF</td>
<td>Goal 3</td>
<td>*Internal coordination in IP</td>
</tr>
<tr>
<td>B. Train IP directors for development agenda</td>
<td>*Engage with OSUF training opportunities</td>
<td>Goal 3</td>
<td>*Cooperation and training from OSUF</td>
</tr>
</tbody>
</table>
| C. Ramp up cultivation of international alumni                              | *Create international alumni contact lists                                           | Goal 3                   | *Cooperation with OSUAA and OSUF  
|                                                                              | *Commit to annual or biennial visits to existing international alumni associations (Korea, Thailand, and soon Europe) |                          | *Initial investment to create European alumni association  
|                                                                              | Metric: alumni participation                                                            |                          | *Budget allocation for in-country alumni work |
| D. Obtain full-time development officer to promote IP scholarships          |                                                                                        | Goal 3                   | *OSUF buy-in/cooperation  
|                                                                              |                                                                                        |                          | *FTE allocation |

¹Future resource investments shown in *italics*, when E&G funding permits or IP obtains alternative funding.
### Goal 5: Refine international partnership agreement process to support OSU Strategic Plan

<table>
<thead>
<tr>
<th>Priorities and goals</th>
<th>Strategies and metrics</th>
<th>Congruence with OSU Plan</th>
<th>Resources required¹</th>
</tr>
</thead>
</table>
| A. Create transparent policies/procedures for international agreements and MOU | *Complete survey of peer institution practices  
*Review draft of policies/procedures Web portal  
*Rebuild online list of active international agreements | *IP management support  
*Buy-in from PaCS and General Counsel  
*Time/attention of IP staff to initially establish list | |
| B. Emphasize existing partnerships rather than pursue new ones | *Refine criteria for general MOU | Section IV | *Cooperation |

### Goal 6: Improve International Programs marketing and communications

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies and metrics</th>
<th>Congruence with OSU Plan</th>
<th>Resources required¹</th>
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</thead>
</table>
| A. Create marketing and communications plan for IP | *Develop plan internally; coordinate all units  
*Appoint standing IP working group | Goal 3 | *Coordination with OSU Integrated Marketing and Communications Plan and cooperation from Advancement to develop integrated message and branding  
*FTE allocation |

### Goal 7: Enhance and support international research and regional initiatives

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategies and metrics</th>
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<th>Resources required¹</th>
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</thead>
</table>
| A. Support regional initiatives for Asia and Africa | *Target portion of faculty grants  
*Target President and Provost | Three signature areas of distinction | *Cooperation with Government Relations |

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<table>
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<tr>
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<tr>
<td></td>
<td>delegations</td>
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<td></td>
<td>*Market OSU expertise in Asia and Africa</td>
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<td></td>
<td>*Coordinate incoming and outgoing delegations with strategic regions</td>
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<td></td>
<td>*Collaborate with Government Relation to renew OSU presence in DC</td>
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<td></td>
<td>*Attend key meetings (e.g. NASULGC Commission on International Programs)</td>
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<td></td>
<td>*Create strategic connections with State of Oregon (Economic and Community Development, Governor’s office, legislature) to link international research and development with the state’s economic development agenda</td>
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<tr>
<td></td>
<td>Metric: number of funding proposals submitted/awarded</td>
<td>*Recognition of potential in supporting regional strategies</td>
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<td></td>
<td></td>
<td>*Recognition of importance of international research and development to land grant mission</td>
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<td></td>
<td></td>
<td>*Funding allocation for faculty grants program</td>
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<td></td>
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<td>*Allocation to support incoming/outgoing delegations</td>
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<td>*Time/attention to increase presence and build relationships</td>
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<td>*FTE allocation</td>
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<td>*Travel budget</td>
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¹Future resource investments shown in *italics*, when E&G funding permits or IP obtains alternative funding.
Conclusion

IP can be the impetus for a transformative change at OSU. To fulfill its potential IP must rededicate itself to a refined focus, ensure that its activities support an enriched student environment, foster the faculty research enterprise along international lines, and align with Phase II of the OSU Strategic Plan. In fulfilling its mission IP must also have the support of higher administration and be accorded resources necessary to make a significant contribution to the culture of OSU. In addition, IP must adopt a proactive stance in identifying alternative funding sources beyond those permitted by E&G support.

As the institution sharpens its focus, all units must hone theirs accordingly. IP stands ready to do exactly that and to function as a unified operation dedicated to principles and practices that will promote the international aspirations of OSU. We view campus internationalization as a public good that will yield palpable benefits to OSU students and faculty and longer-term benefits to the citizenry of Oregon. We recognize that knowledge knows no boundaries and IP is here to enable international opportunities at all levels.