



THE CATHOLIC UNIVERSITY OF AMERICA

Center for Global Education

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Office of the Assistant Vice President, Global Education

STRATEGIC PLAN 2008-09

INTRODUCTION:

The Center for Global Education (CGE) at The Catholic University of America (CUA) implements the university's strategic goal of internationalization by serving as the hub for international educational activities at CUA. Its overall role is to coordinate, build and strengthen international programs, services and initiatives university-wide.

CGE supports schools in their efforts to bring global perspectives into their curricula and courses of study by working with them to improve business practices associated with managing international programs, develop new strategic programs and initiatives that incorporate best practices available, facilitate the administrative flow of students and faculty as they engage in international programs, increase the number of international agreements and Memoranda of Understanding signed between CUA and foreign partner institutions, and offer a wide array of international educational programs.

MISSION:

CGE's mission is to foster a sense of international community that builds on the University's strong intellectual and Catholic mission. CGE coordinates and facilitates university-wide global education by sponsoring international exchanges of students and faculty and serving as a resource for departments and schools on campus that undertake international initiatives. In coordinating international initiatives, CGE advances the international character of the University by promoting, supporting, and developing a wide range of international and intercultural educational opportunities for members of the CUA community.

ORGANIZATION:

CGE includes two units: The Education Abroad unit (*CUA abroad*) develops and administers international educational opportunities overseas for CUA and non-CUA students in coordination with CUA academic and administrative units as well as other institutions in the US and abroad. The International Student & Scholar Services unit (ISSS) is responsible for institutional compliance with immigration-related federal regulations and facilitates the legal entry and acculturation of international students, faculty and visiting scholars by providing immigration and cultural advising and programming and by serving as the University's official liaison to the federal government for immigration-related issues.

SERVICES:

CGE offers the following services to the CUA community:

- Provides university-wide international strategic vision
- Provides university-wide guidelines and standards in matters of health, safety and liability for overseas study and travel
- Provides university-wide guidelines and best practices in matters of education abroad program management
- Oversees and coordinates university-wide international agreements and Memoranda of Understanding
- Acts as a clearinghouse for CUA international programs and services
- Covers CUA overseas programs with emergency evacuation insurance
- Supports schools in their efforts to bring global perspectives into their curricula
- Provides faculty and staff training in overseas program management
- Coordinates university-wide overseas educational and cultural tours (spring break and summer)
- Offers a variety of education abroad programs (short-term, semester/year long, internships abroad)
- Offers Education Abroad program advising, application processing, orientation and transfer of credits
- Issues of the International Student & Teacher Identity cards (ISIC and ITIC)
- Hosts education abroad resource library
- Assists international students, scholars and faculty with immigration-related advising and cultural advising and programming
- Serves as the university's official liaison to the federal government for immigration-related issues

VISION:

Within the 2008-09 academic year, CGE will aim to enhance the presence and visibility of global education at CUA by:

- Providing university-wide centralized support and coordination for international programs, services and initiatives.
- Assisting schools with business processes and best practices in the field of international education.

- Establishing a CUA-wide Global Education Committee comprised of key academic personnel who will act as liaisons with CGE and provide the connection between CGE and the global academic priorities of each school.
- Establishing a new Education Abroad Office, *CUAbroad*, which will offer professional services to students, staff and faculty, and offer a wide array of short-term and semester/year long education abroad offerings.
- Providing professional immigration and cross-cultural services to CUA departments and international students and scholars, and creating a cultural bridge between American and international students and scholars.
- Maintaining and developing the range of domestic and international agreements and Memoranda of Understanding signed between CUA and partner academic institutions.
- Strengthening and defining the university's international character by encouraging the formation of cross-cultural connections at various levels across the university. CGE's long term goal is to help brand CUA as an international university, lead it to become more competitive in the international education arena, and ultimately help with the recruitment and retention of quality students, staff and faculty.

STRATEGIC CONCENTRATIONS:

CGE will begin to implement this vision in the 2008-09 academic year by concentrating on the following specific CUA strategic areas:

- **Strategic Concentration #1:**
Strengthening Graduate Studies at The Catholic University of America
- **Strategic Concentration #2:**
Enhancing The Catholic University of America Undergraduate Experience
- **Strategic Concentration #5:**
Raising The Catholic University of America's National and International Visibility and Reputation

At the completion of the 2008-09 academic year, CGE will take the opportunity to reflect upon its achievements in light of its strategic goals in the form of an end of the year report.

CGE 2008-09 Strategic Plan Approved by the CUA Provost: September 10, 2008

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**The Catholic University of America
Center for Global Education (CGE)
Strategic Plan 2008-2009**

Strategic Concentration #1 Strengthening Graduate Studies at The Catholic University of America			
Goal 1			
To support the university's efforts to strengthen its graduate academic and research programs, the Center for Global Education will:			
Objective 1.1			
Assist the University to maintain a faculty of first-rate scholars, researchers and teachers.			
	Responsibility	Timetable	Cost
<ul style="list-style-type: none"> • Create immigration-related training materials/guidance to CUA academic departments to use in recruiting, hiring and retaining international faculty, researchers and visiting scholars. 	ISSS coordinating with Assistant Vice President, Global Education and Human Resources	May 2009 review annually	Operating Budget
<ul style="list-style-type: none"> • Update forms and sponsorship protocols to reflect ISSS' re-alignment with the Center for Global Education. 	ISSS	May 2009 review annually	Operating Budget
<ul style="list-style-type: none"> • Create database and electronic systems needs for managing scholar-related immigration case work. <ul style="list-style-type: none"> - Create ISSS database for managing and tracking case work. - Investigate possibility of on-line request submission 	ISSS , CPIT	May 2009	Operating Budget

Objective 1.2**Assist the University to recruit and fully support highly qualified doctoral students.**

	Responsibility	Timetable	Cost
<ul style="list-style-type: none">• Create immigration-related training materials/guidance for CUA faculty to use in advising international students.<ul style="list-style-type: none">- Develop faculty/school guide for advising international students- Develop training program	ISSS in consultation with Assistant Vice President, Global Education, Deans, Enrollment Services and other administrative offices as needed	Continuous	Operating Budget
<ul style="list-style-type: none">• Update forms and protocols to reflect ISSS' realignment with the Center for Global Education.	Assistant Vice President, Global Education, General Counsel, Director ISSS, Deans, Enrollment Services	Continuous	Operating Budget
<ul style="list-style-type: none">• Implement database and electronic systems for managing student related immigration work.	ISSS, CPIT,	Continuous	Operating Budget

**Strategic Concentration #2
Enhancing The Catholic University of America Undergraduate Experience**

Goal 1

To support the university's efforts to strengthen the undergraduate academic experience, the Center for Global Education will expand the education abroad program to permit a greater number of students to benefit from the academic and cultural advantages of living and learning in another country.

Objective 1.1

Review and assess existing CUA education abroad programs and develop guidelines and procedures for program proposal and evaluation.

	Responsibility	Timetable	Cost
<ul style="list-style-type: none"> Review and assess existing CUA education abroad programs administered by or co-sponsored by CUA and the Center for Global Education. 	CUA <i>Abroad</i> Director in conjunction with Assistant Vice President for Global Education	May 2009 review annually	Operating Budget
<ul style="list-style-type: none"> Develop standard procedures for program evaluation based on NAFSA and The Forum best practices. 	CUA <i>Abroad</i> Director in conjunction with Assistant Vice President for Global Education	May 2009 review annually	Operating Budget
<ul style="list-style-type: none"> Create and test guidelines and standardized procedures for new program proposals based on NAFSA and The Forum best practices. 	CUA <i>Abroad</i> Director in conjunction with Assistant Vice President for Global Education	May 2009	Operating Budget
<ul style="list-style-type: none"> Begin collecting data regarding education abroad program participation. - Submit Open Doors report to Institute of International Education (IIE) on participation in education abroad activities by CUA students 	CUA <i>Abroad</i> Director and Institutional Research	May 2009	Operating Budget
<ul style="list-style-type: none"> Create a program and student database. 	CUA <i>Abroad</i> in collaboration with CPIT and CUA units	May 2009	Operating Budget
<ul style="list-style-type: none"> Contribute to the University's accreditation efforts by focusing on education abroad and learning outcomes assessment. 	CUA <i>Abroad</i> Director in conjunction with Assistant Vice President for Global Education	May 2009 review annually	Operating Budget

Objective 1.2 Develop an education abroad pricing and budgeting model that allows the Center for Global Education to operate programs in a fiscally sound manner.

	Responsibility	Timetable	Cost
<ul style="list-style-type: none"> Implementing fund 12s for individual education abroad programs. 	CUAbroad Director, in consultation with the Assistant Vice President for Global Education and the Provost Budget Office and other administrative offices as needed	Continuous	Operating Budget
<ul style="list-style-type: none"> Develop budgeting model for CUA faculty-led programs. 	CUAbroad Director, in consultation with the Assistant Vice President for Global Education	Continuous	Operating Budget
<ul style="list-style-type: none"> Develop program cost sheets for students, parents and the Financial Aid office. 	CUAbroad Director, Financial Aid Office	Continuous	Operating Budget

Goal 2

Implement policies, programs and procedures that support the University's goal to strengthen the undergraduate experience and improve retention.

Objective 2.1

Establish standard procedures and guidelines for CUA education abroad programs.

	Responsibility	Timetable	Cost
<ul style="list-style-type: none"> Develop Guidelines on Health, Safety and Liability for Overseas Travel 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education, General Counsel and other CUA units	Fall 2008	Operating Budget
<ul style="list-style-type: none"> Conduct training on new guidelines and procedures for faculty leading CUA education abroad group programs <ul style="list-style-type: none"> - Create faculty training materials 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education	Fall 2008 and Ongoing	Operating Budget
<ul style="list-style-type: none"> Update and review education abroad procedures <ul style="list-style-type: none"> - Create an online application - Create new publications and publicize education abroad to the university community - Improve pre-departure and re-entry services 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education	Ongoing	Operating Budget
<ul style="list-style-type: none"> Create emergency action protocols to follow in case of emergencies abroad and coordinate with the University's Emergency Committee. 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education, General Counsel and other CUA units	Fall 2008	Operating Budget

Objective 2.2**Work with Student Life, Enrollment Services and Schools to increase the international undergraduate enrollment.**

	Responsibility	Timetable	Cost
<ul style="list-style-type: none">• Develop programs/relationships that ease the acculturation of international students into life at CUA and in the United States and that integrate them into the fabric of the university.• Continue to tweak Orientation program to provide better overview of academic system, health, safety• Participate in educational programs (i.e. presentations and workshops) to examine the full effects of cross cultural interactions, focusing on the role of culture in conflicts.	ISSS in conjunction with the Center for Global Education and other university departments	Annual	Operating Budget

Strategic Concentration #5
Raising The Catholic University of America’s National and International Visibility and Reputation

Goal 1

To support the University’s goal to raise the institution’s national and international visibility, the Center for Global Education will:

Objective 1.1

Provide University-wide international strategic vision and brand CUA as an international university.

	Responsibility	Timetable	Cost
<ul style="list-style-type: none"> Act as a clearinghouse and provide university-wide centralized support and coordination for international programs, services and initiatives 	Assistant Vice President, Global Education in conjunction with CGE staff	Continuous	Operating Budget
<ul style="list-style-type: none"> Establish university-wide guidelines and standards in matters of health, safety and liability for overseas study and travel 	Assistant Vice President, Global Education in conjunction with CGE staff	Continuous	Operating Budget
<ul style="list-style-type: none"> Establish university-wide guidelines and best practices in matters of overseas program management 	Assistant Vice President for Global Education in conjunction with CGE staff	Continuous	Operating Budget
<ul style="list-style-type: none"> Maintain and develop the range of international agreements and Memoranda of Understanding signed between CUA and foreign partner academic institutions. 	Provost, Assistant Vice President, Global Education, Schools	Continuous	Operating Budget
<ul style="list-style-type: none"> Support schools in their efforts to bring global perspectives into their curricula <ul style="list-style-type: none"> - Establish a CUA-wide Global Education Committee comprised of key academic persons who will act as liaisons with CGE and provide the connection between CGE and the global academic priorities of each school. 	Assistant Vice President, Global Education in conjunction with CGE staff		
<ul style="list-style-type: none"> Strengthen and define the university’s international character by encouraging the formation of cross-cultural connections at various levels across the university. 	Assistant Vice President, Global Education in conjunction with CGE staff, School and Student Life	Continuous	Operating Budget

Objective 1.2			
Be a nationally recognized campus-based office known for the quality of its education abroad programs and services.			
	Responsibility	Timetable	Cost
<ul style="list-style-type: none"> Maintain a well-informed professional staff that is up-to-date on best practices in the education abroad field. <ul style="list-style-type: none"> - Continue to establish office protocols for case management and data collection - Continue to enhance skills of staff by participating in professional development activities 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education	Continuous	Operating Budget
<ul style="list-style-type: none"> Become a leader in public discussions of education abroad <ul style="list-style-type: none"> - On campus, become a leading voice advocating for enhanced opportunities for CUA students abroad - Explore ways to collaborate with local institutions to make better use of limited resources at each institution 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education	Continuous	Operating Budget
<ul style="list-style-type: none"> Build strategic relationships with government representatives, other professional organizations and universities to collaborate on policy and procedural issues that maximize the University's ability to recruit and retain quality students. 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education	Continuous	Operating Budget
<ul style="list-style-type: none"> Create accurate and informative on-line resources for use by students, scholars, university departments and overseas partners to obtain information on education abroad programs, policies and procedures <ul style="list-style-type: none"> - Redesign CUA<i>Abroad</i> website for easier navigation and more user-friendly features 	CUA <i>Abroad</i> Director, in conjunction with the Assistant Vice President for Global Education	Continuous	Operating Budget

Objective 1.3**Be a nationally recognized campus-based office known for its international legal knowledge and services.**

	Responsibility	Timetable	Cost
<ul style="list-style-type: none"> • Maintain well-informed professional staff who remain current on changes in immigration law and practices. <ul style="list-style-type: none"> - Continue to establish office protocols for case management to minimize the possibility of overlooking required ISSS action on a case. - Continue to find way to enhance skills of staff • Be a leader in public discussions of campus-based immigration <ul style="list-style-type: none"> - Review and respond to government requests for comment on proposed regulations - Explore ways to collaborate with local institutions to make better use of limited resources each institution has • Build strategic relationships with government representatives, other professional organizations and universities to collaborate on policy and procedural issues that maximize the University's ability to recruit and retain students and scholars. • Create accurate, informative on-line resources for use by students, scholar and University departments to obtain basic information on immigration regulations, CUA sponsorship policies and procedures <ul style="list-style-type: none"> - Redesign website for easier navigation and fewer clicks to get to documents - Expand information on visiting researchers/faculty 	President, Director of ISSS in conjunction with Assistant Vice President, Global Education	Continuous	Operating Budget
	Director, ISSS	Continuous	Operating Budget
	Director of ISSS	Continuous	Operating Budget
	ISSS staff	Continuous	Operating Budget