



Charlotte Global Strategic Plan: 2021-2031

Charlotte Global Mission Statement

Established at UNC Charlotte in 1975, Charlotte Global strives to strengthen international education and global learning at the University as well as in the Charlotte community. On campus, it seeks to make international understanding, intercultural competency and global awareness a fundamental part of the curriculum and an integral part of campus life through innovative and accessible programming.



Charlotte Global – Strategic Planning Goal 1

Elevate awareness and importance of international education and global competency.

Objective 1: Enhance and expand current institutional profile of international education and global learning to align with the needs of UNC Charlotte's strategic plan.

- » **Action 1.1.1:** Create and seek leadership endorsement for a comprehensive institutional statement to explicitly recognize and articulate the value and relevance of international education to the campus community.
- » **Action 1.1.2:** Expand the Charlotte Global University Council to include additional stakeholder constituencies.
- » **Action 1.1.3:** Expand the recipient categories, influence and promotion efforts of annual international education awards.
- » **Action 1.1.4:** Utilize Phi Beta Delta, International Honor Society, to assist in promoting the value of global learning curricular and co-curricular activities.
- » **Action 1.1.5:** Develop a comprehensive Charlotte Global rebranding/marketing & communication strategy to increase Charlotte Global visibility and to better promote scope of operation and innovative programming.
- » **Action 1.1.6:** Present annual status updates to be distributed to campus stakeholders.
- » **Action 1.1.7:** Identify selected Charlotte Global programs to be highlighted annually in University communications.
- » **Action 1.1.8:** Create an annual faculty/student symposium on global learning and study abroad.
- » **Action 1.1.9:** Create new strategies for better recognizing the International Festival as one of the University's longest traditions and largest community cultural events.

Objective 2: Expand college-level engagement to increase student and faculty level of activity.

- » **Action 1.2.1:** Increase the number and scope of on campus/college collaborations.

Charlotte Global - Strategic Planning Goal 2

Design and implement accessible, innovative and high impact international experiences to prepare students to successfully navigate in an increasingly globally interconnected world.

Objective 1: Create faculty and staff development opportunities and resources to support strengthened campus internationalization and global learning across curricular and co-curricular learning experiences.

- » **Action 2.1.1:** Create and offer an annual global learning and internationalization institute for faculty.
- » **Action 2.1.2:** Support the general education program redesign through Charlotte Global involvement in committee and working groups participation.
- » **Action 2.1.3:** Refine Globally Networked Learning (GNL) faculty development resources and formalize the GNL communities of practice.
- » **Action 2.1.4:** Conduct an analysis and inventory of academic advisor resources and development opportunities to bolster advising support for study abroad.

Objective 2: Maintain sustained engagement in the number and type of study abroad opportunities and experiential learning to increase participation in international education experiences from a broader range of students and disciplines.

- » **Action 2.2.1:** Strengthen on and off campus partnerships to increase support for and assistance to underrepresented students interested in studying abroad.
- » **Action 2.2.2:** Develop strategies to increase student participation from academic departments with historically low rates of participation.
- » **Action 2.2.3:** Develop an education abroad blogging site to provide a platform for UNC Charlotte students to reflect on and share their experiences with other prospective students and the campus community.
- » **Action 2.2.4:** Explore collaborations with faculty and staff across campus as well as external program partners to deliver creative, responsible, ethical service learning programs abroad.
- » **Action 2.2.5:** Create a comprehensive fundraising plan in collaboration with the Division of University Advancement to support study abroad participation through institutional scholarships and grants.
- » **Action 2.2.6:** Create a UNC Charlotte Education Abroad participant alumni outreach campaign to connect study abroad alumni to study abroad specific giving opportunities.
- » **Action 2.2.7:** Promote nationally and internationally competitive scholarship opportunities across campus to increase UNC Charlotte's access to world-class awards and learning opportunities.

Objective 3: Streamline education abroad processes and procedures to create a more user-friendly, seamless and effective experience for all education abroad stakeholders.

- » **Action 2.3.1:** Utilize formal and informal student, faculty, and staff feedback to identify and implement areas of improvement at each stage of the study abroad experience.
- » **Action 2.3.2:** Implement a standard practice for analyzing Office of Education Abroad online resources to ensure consistency, clarity and accessibility.
- » **Action 2.3.3:** Develop communication and feedback protocols for faculty, chairs and other college stakeholders.

Objective 4: Develop a comprehensive study abroad curriculum integration (CI) model across all program types to better align department-specific curricula with education abroad program offerings.

- » **Action 2.4.1:** Collaborate with academic departments to identify curricular alignment with exchange programs' and third party providers' course offerings.
- » **Action 2.4.2:** Create curricular maps for college and department champions to employ in CI initiatives.
- » **Action 2.4.3:** Model CI initiatives for faculty-led programs to departments through workshops and other relevant development opportunities.
- » **Action 2.4.4:** Create a dynamic library of resources reflecting best practices in CI.

Objective 5: Increase the number of on campus curricular and co-curricular internationalization opportunities.

- » **Action 2.5.1:** Increase the number of GNL programs to include additional departments and colleges.
- » **Action 2.5.2:** Proactively engage guest speakers from exchange partners to participate in virtual campus programming, including courses.
- » **Action 2.5.3:** Develop an intercultural workshop for students as a course module add on/enhancement.
- » **Action 2.5.4:** Increase engagement with our network of international exchange partners.
- » **Action 2.5.5:** Create opportunities to showcase various student populations and their countries and cultures.
- » **Action 2.5.6:** Expand International Education Week programming to include student alumni panels addressing their various international educational experiences and to include additional college sponsored events.



Objective 6: Increase Charlotte Global engagement with and partnership in the Charlotte community to expand student opportunities.

- » **Action 2.6.1:** Expand and enhance student “local” international experiences through local international nonprofits, locally based international companies as well as international/immigrant populations.
- » **Action 2.6.2:** Strengthen Charlotte Global partnership with World Affairs Council of Charlotte and Charlotte International House to expand student and faculty opportunities.
- » **Action 2.6.3:** Increase UNC Charlotte faculty, staff, and student participation in the annual Association of Foreign Policy Great Decisions Lecture Series.



Charlotte Global - Strategic Planning Goal 3

Increase the number and scope of international research collaborations to support faculty and students in addressing complex global challenges.

Objective 1: In collaboration with Division of Research (DR), develop a plan to highlight and increase support for faculty research activities through innovative international cooperation.

- » **Action 3.1.1:** Expand faculty Fulbright advising program to increase the number and department representations of Fulbright Scholar applicants.
- » **Action 3.1.2:** Enhance policies, practices and resources that support the hiring of international scholars, researchers and faculty.

Objective 2: Expand network of international partnerships and collaborations.

- » **Action 3.2.1:** In collaboration with DR, identify, cultivate and nurture a network of strategic international partnerships.
- » **Action 3.2.2:** Coordinate periodic networking events between faculty and international partners.

Objective 3: Strengthen infrastructure through support services to visiting scholars and international faculty.

- » **Action 3.3.1:** Assess and respond to the immigration and cultural support needs of international scholars and faculty prior to arrival and throughout their stay in the U.S.
- » **Action 3.3.2:** Increase outreach efforts to hiring departments to improve the international faculty hiring process.



Charlotte Global – Strategic Planning Goal 4

Strengthen the international student ecosystem to increase support to and engagement with international students and alumni.

Objective 1: Through collaboration with campus partners, enhance international students' sense of belonging and promote more meaningful interactions between domestic and international students.

- » **Action 4.1.1:** Continue to offer and improve opportunities for international and domestic students to engage in meaningful interactions that expand their global perspectives.
- » **Action 4.1.2:** Offer and improve training for international student resilience.
- » **Action 4.1.3:** Provide and improve virtual resources and communication prior to students' arrival in the US.
- » **Action 4.1.4:** Maintain outreach to special groups such as international student athletes, visiting scholars, and student families.

Objective 2: Educate students and advocate with campus partners on the financial challenges of international students at UNC Charlotte.

- » **Action 4.2.1:** Develop access to financial wellness and debt management resources for international students.
- » **Action 4.2.2:** Explore opportunities with the Division of University Advancement, Office of Student Assistance and Support Services and the University Scholarship Office to identify funding opportunities for international students.

Objective 3: Improve ISSO administrative efficiencies to provide better service to its international population and to ensure individual and institutional compliance with federal immigration regulations.

- » **Action 4.3.1:** Assess and improve technological solutions to international student data management.
- » **Action 4.3.2:** Assess and strengthen immigration support services and programs for the international population.

Objective 4: Support international students' career development by partnering with campus units such as the University Career Center and Center for Graduate Life and Learning.

- » **Action 4.4.1:** Collaborate on programs and resource development to better prepare international students for professional career expectations in the U.S.

Objective 5: Facilitate meaningful international alumni engagement in collaboration with campus partners.

- » **Action 4.5.1:** Initiate the development of an international student alumni network in collaboration with Alumni Affairs and the Graduate School.

Objective 6: Develop strategies to increase international student enrollment for non-degree seeking students.

- » **Action 4.6.1:** Develop a comprehensive ELTI recruitment strategy.
- » **Action 4.6.2:** Increase the number of short term customized programs for visiting international student groups to develop familiarity with UNC Charlotte graduate programs.
- » **Action 4.6.3:** Continue to update the international student “success story” database to attract new students.

Objective 7: Create new, innovative program offerings that meet the needs of English language students.

- » **Action 4.7.1:** Increase engagement with campus and external stakeholders to determine ongoing needs for innovative workshops, programs and classes for speakers of English as an additional language.
- » **Action 4.7.2:** Assess and improve OIP’s International Teaching Assistant testing program.



Charlotte Global - Strategic Planning Goal 5

Strengthen Charlotte Global's comprehensive and centralized international education infrastructure.

Objective 1: Examine Charlotte Global infrastructure to position the department to better support changing international education needs of campus.

- » **Action 5.1.1:** Conduct a staff infrastructure benchmark study to determine appropriateness of current level of staffing and associated compensation.
- » **Action 5.1.2:** Conduct an assessment of staff development needs to meet evolving demands of campus.

Objective 2: Evaluate current and explore new possibilities of funding streams.

- » **Action 5.2.1:** Increase number of grant proposals submitted to external funding agencies.



