

**INTERNATIONAL EDUCATION
A TEXAS A&M TRADITION FOR THE 21ST CENTURY**

**STRATEGIC PLAN
of the
International Programs Office
Texas A&M University**

May 15, 2001

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INTRODUCTION

Like the nation at large, Texas has become an integral part of the global economic, political, and social mosaic. Texas is already the country's second largest exporting state after California, with its \$91.0 billion in exports accounting for 13.1% of total U.S. exports in 1999. Foreign direct investment in Texas reached \$72.3 billion in 1996, providing employment for 316,900 Texans. The port of Houston handles more foreign cargo than any other port in the United States. International air passenger traffic at the Houston and Dallas-Fort Worth airports has outpaced overall growth at those two airports, with international air services at the George Bush Intercontinental Airport in Houston increasing 64.4% in just four years from 1994 to 1998. Texas has the longest international border of any state in the United States, with health and environmental issues inevitably affecting both sides of that border.

The global environment of the new millennium dictates that the quality of life in Texas and the United States will be directly dependent upon the extent to which the population is able to function effectively in a world where international boundaries are rapidly disappearing. In fulfilling its land-grant responsibility to the state and the nation, Texas A&M must therefore be cognizant of the need to diversify and globalize its academic, research, and outreach activities. In recognition of this reality, diversification and internationalization have been identified as one of the twelve imperatives in *Vision 2020* (Imperative #6) and as one of the three cross-cutting issues to be addressed in the next round of strategic planning.

As the central office with responsibility in the international arena, the International Programs Office (IPO) has the mission of making international education a tradition at Texas A&M by infusing a global perspective in its teaching, research, and public service programs. IPO supports the University's thrust toward excellence in education by infusing an international dimension into each of the twelve *Vision 2020* imperatives. To play its role in fulfilling the *Vision 2020* imperatives, the IPO has established the following four overarching goals:

Goal #1: Strengthen and expand the international perspectives of Texas A&M students, both undergraduate and graduate.

Goal #2: Enhance the international dimension of the academic and research programs at Texas A&M University.

Goal #3: Strengthen and expand the international dimension of the University's outreach and service efforts.

Goal #4: Increase the funding base in support of Texas A&M University's international initiatives.

Fulfillment of these four goals will ensure that an international perspective is integral to each of the twelve imperatives in *Vision 2020*. To accomplish these goals, the IPO has developed a number of objectives and action plans to pursue over the course of the next five years (2001-2006). These objectives and action plans are outlined in the pages that follow.

GOALS, OBJECTIVES, AND ACTION PLANS

Diversifying and globalizing the Texas A&M community is one of the twelve strategic imperatives that underlie *Vision 2020: Creating a Culture of Excellence at Texas A&M University*. The following goals, objectives, and action plans constitute the initiatives that will be undertaken by the International Programs Office to meet that imperative. By the year 2020 it is envisioned that international education will join the many traditions that make Texas A&M a unique institution among its higher education peers.

Goal #1: Strengthen and expand the international perspectives of Texas A&M students, both undergraduate and graduate.

- Provide 100% student access to international education programs.
- Eliminate administrative barriers that discourage students from participating in study abroad programs. Facilitate the transfer of credit, provide for the portability of financial aid, and simplify the readmission process. Develop a more comprehensive and accurate tracking procedure for study abroad programs and international education activities.
- Strengthen support services for all students wishing to avail themselves of appropriate study abroad opportunities. Expand electronic access to program applications and other information. Centralize more of the support services to reduce confusion and enhance efficiency.
- Facilitate enrollment in study abroad programs for qualified students from underrepresented populations and disciplines. Develop recruitment efforts directed at these populations.
- Increase the number of endowed scholarships available for international education, specifically study and research abroad.

- Increase the number of opportunities, both traditional and non-traditional, for all students (undergraduate, graduate, and professional) to study, work, and conduct research outside the United States. Provide adequate staff and electronic infrastructure to support program expansion.

- Make study and research abroad integral parts of the undergraduate and graduate academic experience.

- Work with the academic colleges to develop more study and research programs abroad, including long-range programs for both study and research at the Santa Chiara Center in Italy, at the Mexico City Center, and at future anchor sites.
- Expand distance learning support for academic programs through the Mexico City Center. Explore the possibility of degree programs combining on-site instruction with distance learning supported by the Mexico City Center.
- Provide more opportunities to enhance leadership skills in an international context, building upon the success of the Academy for Future International Leaders and the Leadership Seminars Abroad.
- Acknowledge the value of credit-bearing study abroad by making it an official entry on students' academic transcripts. Develop international enrichment certificates for non-credit programs abroad.
- Work with the Colleges and other academic units to increase the number of students applying for prestigious programs like Fulbright, Truman, Marshall, Rhodes, National Science Foundation, and other scholarships and fellowships.

- Enhance foreign language training for all Texas A&M students.

- Work with the College of the Liberal Arts to increase access to a broader range of foreign language offerings. Encourage the restoration of Chinese language courses and the expansion of Japanese language offerings.
- Building upon the success of the language certificate programs, work with the academic Colleges to further expand the availability of discipline-based language programs.
- Work with the Colleges to make foreign language training an integral part of study abroad by infusing language and cultural components into as many study abroad programs as possible.

- Increase the enrollment of qualified international students to enhance diversity at Texas A&M University.

- Facilitate the admission of qualified international students. Work with admissions to remove barriers and expedite admissions and document processing. Enhance the coordination of support services.
- Nurture and develop linkages with international student sponsors in regions of strategic importance to the University and to the state of Texas.
- Enhance the infrastructure in support of international students. Increase computerization of internal processes for student accounts, applications, and federally mandated initiatives. Provide more user-friendly office and reception areas for international students and scholars.
- Increase scholarship support for international students with assistance from the international Aggie network, government resources, or private funding sources.
- Increase the number of short-term educational opportunities for sponsored international professionals to come to Texas A&M.

- Continue to foster a welcoming environment for international students and scholars within the University and the local community. Facilitate additional opportunities for interaction with U.S. students.

Goal #2: Enhance the international dimension of the academic and research programs at Texas A&M University.

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| <ul style="list-style-type: none"> • Promote cooperative ties and strategic alliances worldwide, especially in the University's designated priority regions. |
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- Continue to assist the Colleges and Departments in developing strategic academic relationships abroad, specifically in Latin America, Europe, and the Pacific-Asia region. Enhance the process of establishing agreements and programs with strategically important institutions worldwide that support Texas A&M's research and educational objectives.
- Build upon the relationship with CONACYT (Consejo Nacional de Ciencia y Tecnologia) to establish a broad-based Mexico-U.S. program that will make Texas A&M the premier institution in the U.S. in addressing Mexico-U.S. relations and in pursuing collaborative initiatives.
- Build upon the 1999 meeting of CUTDESCA (the University Consortium for the Transformation and Sustainable Development of Central America) by developing collaborative projects with Central American universities to help strengthen their role in coping with disaster and economic growth.
- Increase the number of institutions and libraries that have signed agreements for the Central American library network. Expand the network into South America.
- Follow up on institutional contacts to explore the establishment of an anchor site in South America. Work with the academic Colleges to nurture relationships with the institutions recently approached in Uruguay, Argentina, and Brazil along with others to be identified in consultation with the Colleges.

- Establish a northern European anchor site for academic programs, utilizing the strengths of the German/American program and other College-based activities in Europe.
- Identify and develop linkages with universities and governmental agencies in China to develop strategic alliances. The research and exchanges resulting from these alliances will gradually help build Texas A&M University to be, by 2010, the premier institution in the U.S. addressing China-U.S. relations.
- Serve as a catalyst in developing inter-disciplinary programs that involve faculty and students in assisting institutions as well as public and private organizations in Asia in addressing issues of mutual concern.
- Work with the Colleges to identify and develop anchor sites for student exchange and research collaboration in Asia.
- Establish task forces to explore opportunities for interdisciplinary programs in the Middle East and Africa. Work with the academic colleges through these task forces to develop institutional relationships in this area.
- Review the use of the Santa Chiara Center to define long-range goals, including the development and implementation of more interdisciplinary programs there as well as at new anchor sites to be established.
- Incorporate student and faculty research opportunities into anchor sites, as appropriate.

- Encourage and support the incorporation of an international dimension into faculty research and teaching activities.

- Continue to be an advocate at every level for the importance of having an international dimension in the University's academic programs.

- Increase efforts to inform faculty about international opportunities and incentives. Provide a web-based link to international funding opportunities and promote its use among faculty.
- Build upon the resources at the Mexico City Center to provide a clearinghouse of information for faculty interested in doing research in Mexico.
- Develop the capacity for the Institute for Pacific Asia to encourage and facilitate faculty research projects throughout that region of the world.
- Provide additional recognition and incentives for faculty and staff participating in international teaching, research, and service activities.
- Increase faculty participation in Texas A&M's international education programs by reducing barriers to participation. Facilitate the development of courses to be taught regularly at appropriate foreign locations.
- Promote faculty participation in the Fulbright Programs and other prestigious scholarly endeavors abroad. Increase support for faculty through the curriculum development grants, international research travel assistance grants, and other sources.

Goal #3: Strengthen and expand the international dimension of the University's outreach and service efforts.

- Increase the dissemination of information about Texas A&M's international activities.

- Increase the availability of electronic information resources by re-establishing the database of Texas A&M faculty and staff with international experience and expertise.

- Work with the Colleges and the Office of University Relations to increase the amount of information distributed to media about the University's international activities and outreach efforts as well as about the international activity of individual faculty members.
- Expand outreach to parents and students concerning international education opportunities for students.
- Increase the effectiveness of communications with both internal and external constituents.

- Provide more programs and initiatives that promote heightened international awareness throughout the campus and the local community.

- Provide administrators and staff with international enrichment and professional development opportunities.
- Involve community leadership as much as possible in visits by foreign dignitaries. Involve the local community in planning international awareness programs and hosting international visitors.
- Continue to facilitate the involvement of international students with the local community. Provide more opportunities for U.S. and international students to interact with each other.
- Encourage greater use of the International Center at the Bush Presidential Library Complex. Work closely with the Bush Presidential Library Foundation and other units on campus to develop programs that appeal to both the University and the local community.

- Continue to host visits of scholars and senior government officials, business leaders, and dignitaries from abroad. Capitalize upon the presence of the Bush Presidential Library Complex to attract more of these visitors.
- Work with faculty, students, and administrators to create more opportunities for international awareness events.

- Promote more initiatives that extend Texas A&M's outreach potential.

- Expand the World Room's role as a resource center for teachers, students, parents, and schools throughout the southwestern United States.
- Assist the Colleges and Departments in developing continuing education and degree programs to be offered abroad via distance learning, especially in Latin America and Pacific Asia.
- Expand the International Aggie Network to enhance the involvement of former students and Aggie Clubs in support of University activities, both abroad and on the home campus.

- Nurture closer relationships with key external constituencies.

- Build state and national support for international education by initiating public education programs aimed at policy makers and the general public.
- Encourage more Texas A&M faculty and administrators to serve on state and national advisory bodies dealing with international issues.
- Forge partnerships with industry to increase the number and diversity of international initiatives that benefit Texas and the national economy.

Goal #4: Increase the funding base in support of Texas A&M University's international initiatives.

- Work closely with the forthcoming Capital Campaign to build an endowment in support of international education programs.
 - Establish a \$10,000,000 endowment in support of study abroad scholarships to increase the number and average amount of scholarships awarded annually.
 - Establish a \$5,000,000 endowment in support of a China-U.S. Center that will capitalize upon the presence of the Bush Presidential Library archives and promote intellectual interaction through symposia, scholars programs, fellows programs, professorships, and language instruction.
 - Establish a \$4,000,000 endowment to create global assistantship matching funds for international students. A total of 40 assistantships would be supported each year with the \$200,000 in annual matching funds generated by this endowment.
 - Establish a \$3,000,000 endowment for a Mexico-U.S. program that will gradually build Texas A&M expertise and reputation in addressing issues affecting both countries, including the border areas. Strengthening program activities and support services in the Mexico City Center will be an integral part of this University-wide effort.
 - Establish a \$3,000,000 endowment in support of a Center for International Leadership to build upon the existing opportunities available through the Academy for Future International Leaders and the Mexico City Center's Leadership Seminar.
 - Establish a \$3,000,000 endowment in support of the International Center at the Bush Presidential Library Complex.
 - Establish a \$3,000,000 endowment in support of symposia, student scholarships, and faculty fellowships sponsored by the Institute for Pacific Asia.

- Seek more funding from external agencies and potential donors.

- Work with the academic departments to acquire resources in support of interdisciplinary research and exchange projects abroad, especially in Latin America and the Pacific-Asia region. Support the development of internationally focused projects involving faculty with funding from federal and international agencies.
- Develop a systematic approach to tracking and responding to Requests for Proposals from appropriate government agencies to support initiatives in those regions identified by the University as strategic priorities (e.g., Pacific-Asia and Latin America).
- Provide assistance to faculty in responding to Requests for Proposals that have an international dimension.
- Nurture relationships with philanthropic and other non-governmental organizations and submit proposals for funding, as appropriate.
- Expand the base of potential donors through consultation with the External Advisory Board, the Association of Former Students, and the International Aggie Network.

BENCHMARKING

Within the frame of *Vision 2020: Creating a Culture of Excellence*, Texas A&M has identified fifteen institutions against which to benchmark progress in achieving the University's strategic goals. These include six institutions that were ranked among the nation's ten best public universities by both *U.S. News and World Report* and the National Research Council. An additional nine institutions were identified in order to ensure that all colleges and programs at A&M would be able to benchmark against their most appropriate counterparts.

Based on their reputation and current activity in the field of international education, the International Programs Office has identified six institutions from the University's list of fifteen for benchmarking purposes. These include the University of California (Berkeley); the University of Illinois (Urbana-Champaign); the University of Michigan; the University of Minnesota; the University of Wisconsin (Madison); and the Pennsylvania State University. To achieve the *Vision 2020* goal of being "recognized as one of the ten best public universities in the nation," Texas A&M will need to incorporate an international dimension comparable to that achieved by these six benchmark institutions.

Over the next several months, the International Programs Office will collect benchmarking data that will help it identify ways in which it can become more comparable to these institutions in the field of international education. This will include visits to a number of the benchmark universities to discuss and analyze how they have achieved their level of prominence in the field. Five key items will be tracked as strategic indicators in measuring Texas A&M's position in the international education field relative to the benchmark institutions identified above:

1. the number of incoming international students;
2. the number of outgoing study abroad students;
3. the number of faculty and students participating in the Fulbright program;
4. the number of students enrolling in foreign language courses;
5. the number of international scholars hosted (i.e., institutional visitors with a "J" visa).

Attachment #1 provides data showing Texas A&M University's current position among the nation's leading research universities and its benchmark institutions vis-à-vis the enrollment of incoming international students. Attachment #2 provides similar data for Texas A&M University's position among research institutions and its benchmark institutions in the number of outgoing study abroad students. The data for both these appendices are drawn from the national database maintained by the Institute of International Education (*Open Doors*). Attachment #3 provides data from the Council for the International Exchange of Scholars on the level of Fulbright activity among Texas A&M and its six benchmark institutions.

PROGRESS REPORT
International Programs Office Strategic Plan
1997-2000

GOALS & OBJECTIVES	1997 STATUS	2000 STATUS
<p>Increase international opportunities for students</p> <ul style="list-style-type: none"> • Expand program offerings in diverse regions • Provide administrative support for reciprocal exchanges • Improve communication with stakeholders • Increase participation of under-represented disciplines • Increase scholarships for study abroad experience • Strengthen infrastructure & program offerings at Santa Chiara Center • Increase program offerings at Mexico City Center • Strengthen program coordination with B.A. in International Studies • Increase international internships through the Academy for Future International Leaders 	<ul style="list-style-type: none"> • 40 study abroad programs available in 23 countries enrolling 700 students • Departments need centralized admin support for exchanges & state approval to expand network • Need to update faculty/student handbook & make guidelines & procedures more “user friendly” • Students in science & engineering inadequately represented in study abroad enrollments • International education fee of \$1 inadequate to provide sufficient financial support for students • Inadequate computer support and library resources to support expanded role of Center • Potential for study abroad, Spanish language options, & telecommunications capabilities not fully tapped • INTS students need more guidance in seeking out study abroad & internship opportunities • Lack of systematic support & coordination in providing internship opportunities; Academy program in the works as one venue for internships 	<ul style="list-style-type: none"> • 65 study abroad programs available in 34 countries enrolling 977 students in 1998-99 • Now have state approval to expand beyond Canada and Mexico • Handbooks revised & routinely updated; ISS & SA now have web sites in place • Study abroad specifically for engineering students being spearheaded by College • \$10,000 increase in AFS support from \$30,000 to \$40,000; recommendation being made to Provost for capital campaign and for legislative approval to increase int. ed. fee • Computers installed fall 1999; library in process of being upgraded • In process of developing opportunities to use center for orientation activities • In progress. • Academy for Future International Leaders in its third year of operation; internships an integral part of the Academy

<p>Strengthen foreign language offerings</p> <ul style="list-style-type: none"> • Meet growing demand in Spanish language courses • Develop new courses • Identify alternative options for offering language courses 	<ul style="list-style-type: none"> • Demand for Spanish language instruction increasing; pilot program pending in Mexico City • Need for more Asian language options; survey being developed to provide data for guidance • Developing survey to help identify alternative options for language instruction 	<ul style="list-style-type: none"> • Program in Mexico City now established and ongoing • Certificate program funded by USDOE in modern & classical lang. For Ag., Eng., & Vet. Med. • Modern Languages Department has spearheaded establishment of certificate program w/3 Colleges
<p>Foster a welcoming and supportive environment for international students</p> <ul style="list-style-type: none"> • Maintain current level of international student enrollment • Increase the number of & enhance program support for sponsored international students • Improve communication with stakeholders • Coordinate program activities with other units on campus • Continue programs that foster integration of international & U.S. students • Improve program services with computerized data bases & systems 	<ul style="list-style-type: none"> • Average of 2500 students per year from over 100 countries • Relatively low number of sponsored students; limited range of links with sponsoring agencies; need to enhance coordination of support services • Support services generally need to be more “user friendly”; channels of communication need to be increased/enhanced • Need to enhance coord. W/Career Center, Admissions, & academic departments & within IPO • Need to build on existing programs (Int, Wk. & Int. Aggie Net) & capitalize on potential of new International Center • Enhanced data bases needed to streamline services & to comply with new Federal tracking requirements 	<ul style="list-style-type: none"> • Enrollment has increased to over 2900 students • Major increase in sponsored student enrollments from fewer than 300 to over 500 • Web site now available • Joint program w/Career Center for employment; closer coord. w/Admissions on enroll process • Programs sponsored jointly by U.S. & international students now available through existing clubs • Student data bases now in place in both ISS and SSP

<p>Facilitate faculty involvement in international activities</p> <ul style="list-style-type: none"> • Continue current incentive programs for faculty • Reduce administrative burden to encourage faculty involvement • Expand opportunities for faculty involvement • Foster an environment for international scholarly exchanges • Establish & maintain web site to facilitate information flow to faculty 	<ul style="list-style-type: none"> • IRTAG (\$20,000/yr.); Curr. Development Grant (\$5,000/yr.); Fac. Abroad Seminar (\$20,000/yr.) • Need to review all guidelines/procedures to identify ways in which admin burdens can be reduced • OLAP & IPA need to identify or create new opportunities • New International Center to develop programs to enhance international scholarly exchange • Data base on faculty expertise to be restructured for access through new web site 	<ul style="list-style-type: none"> • Since 1997, IPO has awarded A&M faculty over \$140,000 in support for international experiences • A fast-track procedure has been developed for MOAs • 3 faculty abroad seminars have been implemented in Mexico; 57 new MOAs have been finalized • Since 1997, Int. Ctr. has hosted events, symposia, conferences, & projects w/academic depts. & student organizations; efforts ongoing • Web pages for IPO, the International Center, and the World Room have been established
<p>Foster development of international programs in all academic units</p> <ul style="list-style-type: none"> • Provide coordinated program support in Latin America • Provide coordinated program support in Pacific Asia region • Provide coordinated program support in Europe • Foster development of programs in emerging regions • Identify potential collaborative research & exchange partners • Support development of study 	<ul style="list-style-type: none"> • OLAP needs to enhance linkages in Central/South America & more fully utilize Mexico City Center • IPA needs to foster closer relations & develop new opportunities throughout region • No centralized office comparable to OLAP/IPA; focus on Santa Chiara Center & Normandy • IPECC committees established to explore/foster interest in Middle East, Eastern Europe, & Russia • OLAP & IPA consulting with academic units to identify potential partners • Study Abroad office consulting 	<ul style="list-style-type: none"> • New programs in Central America & expansion of activities in Mexico City Center are underway • Assessment of faculty & institutional capacity currently under development • European focus continues to be on Santa Chiara Center & Normandy • An initiative focusing on the Caspian Sea region has been established • Assessment of funding and exchange opportunities under development • Expansion of programs beyond

<p>abroad & internship opportunities among academic units</p> <ul style="list-style-type: none"> • Provide support for curriculum development • Assist academic units in meeting the changing needs of international programs • Provide housing for short-term international visiting scholars • Provide protocol assistance • Provide assistance with international conferences & special events • Assist academic units in applying distance learning technology to international programs 	<p>with academic units about new program possibilities, especially at existing facilities in Italy & Mexico</p> <ul style="list-style-type: none"> • Need to develop courses that capitalize upon existing Ctrs in Italy & Mexico, emphasis on INTS • IPO to help academic units develop programs that respond to diverse needs, including short-term, non-degree programs for international students • Need to review & consider possible expansion in response to high demand from short-term visitors • OIC working with aca.. units on hosting visitors • OIC & new International Center working with academic units to ensure adequate support • Need to explore distance learning possibilities & tap potential of Mexico City Center to develop prototypical telecommunications programs 	<p>Italy & Mexico has accelerated; disciplinary focus of Santa Chiara Center expanding w/year-round operation</p> <ul style="list-style-type: none"> • A working group will develop curriculum that best fits University's overseas centers • In progress • Since 1997, about 100 short-term visitors have subleased IPO's fully furnished apartments • OIC continues to provide protocol support • More than 20 visitors and delegations have been hosted each year • Discussions on distance education programs in Mexico and Korea are underway
<p>Increase the statewide, national, and international stature of Texas A&M</p> <ul style="list-style-type: none"> • Increase recognition through the International Center • Assist academic units in gaining international recognition • Increase participation in state, national, and international organizations 	<ul style="list-style-type: none"> • New International Center and World Room now available for programming • Must capitalize upon availability of new International Center to support conferences and symposia • Need to encourage more faculty & administrators to participate on boards & committees that promote international education 	<ul style="list-style-type: none"> • The International Center & the World Room have become significant resources for int. activities • Ongoing, as exemplified by Younts Forum, Conf. On Reconstruction of Central America, etc. • Appointments of Texas A&M faculty & administrators on boards & committees being actively pursued
<p>Support international programs with external resources</p>		

<ul style="list-style-type: none"> • Continue fund-raising efforts for the International Center • Expand the International Aggie Network & its program efforts • Seek funding support from national & international funding agencies 	<ul style="list-style-type: none"> • Need to create a \$7,000,000 endowment for the new International Center • Network now in place & student groups identified in Mexico, Central America, & Asia; need to build upon potential of this network • Need to work with External Advisory Board, former students, & others to identify & tap potential donors & funding agencies 	<ul style="list-style-type: none"> • Close to \$3,000,000 has been given or pledged to the International Center & its programs • Ongoing • Ongoing efforts in progress to obtain external funding
<p>Improve the quality of work life</p> <ul style="list-style-type: none"> • Review salary & position structures • Continue Staff Star Award • Promote opportunities for staff training 	<ul style="list-style-type: none"> • IPO staff underpaid, relative to counterparts in other support units • Award has helped recognize staff achievement since 1994 • Based on need, staff have access to courses offered by Human Resources & Ctr. for Executive Development as well as periodic programs by outside experts 	<ul style="list-style-type: none"> • Progress has been made, but inequities still exist, particularly among entry-level professionals • As a reward for achievement, recipient of award now has annual parking covered by IPO • Protocol and other workshops have been provided for staff; ongoing & continuous effort to provide professional development opportunities, depending on staff needs

MEASUREMENT INDICATORS
International Programs Office

GOAL	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
Strengthen and expand the international perspectives of Texas A&M students, both undergraduate and graduate.						
• Total students participating in international education activities						
• Percentage of graduating seniors with international education experience						
• Number of Reciprocal Educational Exchange Programs (REEP) offered						
• Number of students participating in reciprocal exchange programs.						
• Number of students participating in affiliated or consortial programs						
• Number of students receiving credit for study abroad						
• Number of students participating in Fulbright, Marshall, Rhodes, & NSF programs						
• Number of students from under represented groups studying abroad						
• Number of students participating in research abroad						
• Total number of enrolled international students						
• Number of international students at the undergraduate level						
• Number of international students at the graduate level						
• Number of sponsored international students						

Enhance the international dimension of the academic and research programs at Texas A&M University.							
<ul style="list-style-type: none"> • Number of foreign institutions with which Texas A&M has formal linkages 							
<ul style="list-style-type: none"> • Number of applicants for International Curriculum Development Grants 							
<ul style="list-style-type: none"> • Number of applicants for International Research Travel Grants 							
<ul style="list-style-type: none"> • Number of faculty receiving Fulbright & other prestigious awards 							
<ul style="list-style-type: none"> • Number of faculty leading Texas A&M sponsored study abroad programs 							
<ul style="list-style-type: none"> • Number of faculty participating in faculty abroad seminars 							
Strengthen and expand the international dimension of the University's outreach and service missions.							
<ul style="list-style-type: none"> • Number of programs offered for teachers through the World Room 							
<ul style="list-style-type: none"> • Number of school children visiting the World Room 							
<ul style="list-style-type: none"> • Number of international visitors hosted by IPO 							
<ul style="list-style-type: none"> • Number of programs sponsored by IPO to promote cultural awareness 							
<ul style="list-style-type: none"> • Number of distance learning courses offered abroad through IPO 							
Establish an endowment fund to support Texas A&M University's international initiatives.							
<ul style="list-style-type: none"> • Total amount of endowment for international education scholarships 							
<ul style="list-style-type: none"> • Total amount of endowment for international student 							

scholarships							
• Total amount of endowment for China-U.S. programs							
• Total amount of endowment for Center for International Leadership							
• Total amount of endowment for the International Center							
• Total amount of endowment for IPA scholarships, fellowships, & symposia							