Proposed Initiative: Associate Vice Chancellor for International Education & Global Affairs. This would give UWRF the greatest potential to move farthest and fastest toward being a comprehensive & distinctive global campus. To remain focused on global education and engagement requires coordinated, concentrated, consistent, unwavering, constant attention and effort from a dedicated position/office. We can make strides without but it will be a longer, bumper and much more difficult process without this position.

Proposed by: Brent Greene - Director, International Education Programs

What strategic goal does this initiative support?
Distinctive Academic Excellence; Global Education and Engagement; Innovation and Partnerships

Describe how the initiative supports the goal(s).
This initiative would encompass all three strategic goals. The Associate Vice Chancellor for International Education & Global Affairs would provide vision, guidance and support for curricular, co-curricular and extra-curricular international education which allows for many additional models of distinctive academic excellence (on campus, off campus & abroad). This position would provide vision, leadership and supervision to the entire campus global education and engagement effort creating greater awareness, communication and coordination resulting in a more harmonious, seamless and successful campus wide internationalization effort. The AVC-IE&GA would work internally and externally providing vision and leadership toward developing innovative programs and collaborations both domestically and internationally with other educational institutions, businesses, governments, non-governmental agencies and other individuals and entities.

Based on the definition of university-wide initiative, indicate how the proposed initiative has a university-wide impact.
This is reasonably addressed in preceding question but to further elaborate the Associate Vice Chancellor for International Education & Global Affairs would provide vision and leadership to the entire campus helping to create a global campus culture through international education and engagement (for students, faculty & staff), facilitate greater international/global education (awareness, concepts and content) into the campus curricular and co-/extra-curricular offerings and support & facilitate innovation and collaboration by leveraging UWRF's rich faculty & staff resources through partnerships with domestic and international partners for both domestic and international/global projects.

Please provide a set of benchmarks and/or indicators of success to support your initiative.
Increased communication/collaboration/coordination with/of international admissions, inbound, outbound, ELT, visiting scholars, faculty/staff abroad, Kao International House, international alumni, visiting international delegations, etc.
Increased number of students abroad.
Increasing number of international students.
Increased growth of ELT students.
Increased campus revenue as a result of more international students & collaborative projects.
Greater awareness of UWRF as a Global Campus.
Increased donor giving due to connections and fund raising internationally.
Increased number of international faculty.
Increased number of faculty abroad (teaching, projects, research, consulting, grants, etc.).
Increased internationalization of the curriculum. Increased internationalization of the campus.
What elements are involved in the initiative?
Sustainability, Inclusiveness, Human Capital, Technology, Finance

Indicate how each element would be/would not be affected by the initiative.

- **Sustainability:** This initiative will foster a heightened awareness and understanding of, and participation in, global/international education and issues on the UWRF campus and better educate students (and faculty and staff) as informed global citizens. Through the programs and opportunities these positions help support and develop, UWRF and all of our community members - students, faculty and staff, may be more engaged in global issues and activities leading to increased/improved international relations and global understanding which will help build a more equitable and peaceful world. This initiative is in full accord with all UWRF values: integrity, academic excellence, inclusiveness, community, continuous improvement and opportunity.

- **Inclusiveness:** This position will affect the entire campus community and beyond and allow - through awareness, education and advocacy - a greater, more diverse population to engage in international education and initiatives.

- **Human Capital:** Significant dedication & commitment to Human Capital would be required. This entire endeavor is "Human Capital" intense; it's what we're in the business of doing. While it may be surprising how little fiscal resources may initially be required (with creative budgeting & organizational strategy), this position, if done well, will impact many, many individuals across campus causing them to commit, in some cases, a bit more time toward our three goals, and in some cases, to commit a significant amount of time toward our three goals – but then, this is what we have agreed to do (if we are going to do it well and succeed – and be distinctive!). UWRF, as we work this model out, will lead the UW System Comprehensives with this bold and robust leadership position in international/global education. UWRF will be both the envy and role model for others (within System and beyond, of like/similar type/size institutions) who will within short order follow with similar positions.

- **Technology:** No new or additional technology would be required beyond what would normally be required due to increased campus programming/activities/initiatives.

- **Facilities:** No existing or new facilities would be needed. There would be impact at some level on existing facilities to house this individual – or none at all (depending on the model developed).

- **Finance:** Variable depending on model selected. There could be significant salary/benefits costs or minimal (again, depending on model selected) and there could be additional S&E costs depending on model. All costs could be offset and a potentially significant margin generated (in time) through revenue generated by increased students/programs/innovations.

- **Other:**