

Campus Internationalization Strategic Plan 2012

Executive Summary

Campus internationalization is a process that integrates policies, programs and personnel to bring international learning into the teaching and learning of faculty and students campus-wide. The CSU International Education Committee has determined the key areas of focus for a successful campus internationalization plan are study abroad, curriculum, faculty development, international students and co-curricular service learning and internships. During the course of 2011-2012 committee members have developed the following plan which they now recommend to the Provost for implementation.

1. **STUDY ABROAD.** *Increase the number of students studying abroad through the development of more programs, notably in underrepresented regions and for underrepresented academic departments and majors, and offering core classes which are accessible to the whole student population. In addition, enable students to integrate and maximize their international learning by providing pre-departure and re-entry academic cross-cultural courses. [CSU 2013 Strategic Plan target is 2.6% or 219 students.]*
2. **CURRICULUM.** *Increase student and faculty participation in international on-campus academic programs by developing an International Studies Certificate that can be pursued by a student in any major and integrates international classes and study abroad, and by expanding the International Learning Community.*
3. **FACULTY DEVELOPMENT.** *Increase the level of interest, support and involvement in international education among the faculty members who are recruited, hired and retained by Columbus State University.*
4. **CAMPUS PROGRAMS AND FACILITIES.** *Increase the international awareness and involvement of CSU students and faculty with a greater visual emphasis on CSU's international character and by creating more international campus activities.*
5. **INTERNATIONAL STUDENT RECRUITMENT AND ENROLLMENT.** *Increase the number of international students while maintaining the diversity of countries represented. International students are a potentially rich resource for internationalizing the campus experience of all students through programs and activities that bring U.S. and international students together and develop their cross-cultural learning. [CSU 2013 Strategic Plan target is 4% or 335 students.]*
6. **SERVICE LEARNING AND INTERNSHIPS.** *Increase participation in international internships by identifying and promoting organizations to serve as providers for internships and creating a "Work Abroad" webpage on the CIE website. In addition increase international service learning by identifying CSU departments or organizations well-suited to offer service learning programs abroad and using them as campus models.*

Key Prioritized Funding Requests			
Internationalization Area	Program or Activity	Target Date	Funding Amount
1. International Studies Coordinator	International Studies Certificate	Spring 2013	Half-time course release
2. Study Abroad	ITDS 2105 & ITDS 2205 Offerings	2012-2013	\$2,800 (P/T salary for four 1-credit classes)
3. Faculty Development	Faculty Learning Community	2012-2013	\$2,600
4. Campus Programs & Facilities	International Welcome Sign	2012-2013	\$150
5. Study Abroad	Prioritize grants for new programs in underrepresented majors or regions and for core classes	2012-2013	\$3,000 per grant (from Int'l Education Fee funds)
6. International Students	International Student Recruitment Coordinator	Spring 2013	\$90,000 (\$45,000 for salary & benefits and \$50,000 for an operating budget)
7. Faculty Development	Faculty Collaborative Teaching Grants	2012-2013	\$5,000
8. International Students	International Student Cohort Graduate or Student Assistant	2013-2014	\$5,000 (10% set aside of cohort fees?)
9. Faculty Development	Receptions or luncheons for visiting scholars to foster new collaborations	2012-2013	\$1,500
10. Study Abroad	Continue Student Ambassador Program for returnees with new sources of funding	2013-2014	\$2,500 (\$250 x 10 students) Possibly from Int'l Educ. Fee
11. Faculty Development	International Conference	2012-2013	\$2,000
12. Faculty Development	Fulbright Workshop	2012-2013	\$1,000
13. Service Learning & Internships	Internship Stipends	Fall 2014	\$2,500
14. Study Abroad	Study Abroad Staff Salary & Benefits	2013-2014	\$40,000
15. Study Abroad and International Students	Scholarship Endowment	2013-2014	\$250,000
16. Faculty Development	Faculty Exchange	2013-2014	\$5,000
17. Campus Programs & Facilities	International Flags for Convocation & Graduation	2012-2013	\$7,000

18. Faculty Development	Workshop for “International Classroom Connections” and grants to develop new classes	2013-2014	\$6,000 (\$1,000 or workshop & 5 x \$1,000 grants)
19. Campus Programs & Facilities	Flags representing students and program along the main campus entrance	2014-2015	\$5,000-\$10,000 (40 flags @ \$84 & 40 flag poles @ \$340)
20. Service Learning & Internships	Service Learning Travel Fund	Fall 2014	\$2,000
21. Campus Programs & Facilities	Cross Cultural Friendships Fieldtrip	2012-2013	\$500
22. Campus Programs & Facilities	International Flags in Cougar Caf, Cougar Food Court and The Den at RiverPark	Fall 2012	\$3,360 (40 flags x \$84 each)
23. Campus Programs & Facilities	Mentoring Program for International Students	Fall 2012	\$2,500 or programming
24. Service Learning & Internships	Access to “Go Global” a listing for jobs & internships abroad	2014-2015	\$3,360 annually
25. Campus Programs & Facilities	International Dinner and International Education Week	2012-2013	\$15,000

I. STUDY ABROAD

Goals: *Increase the number of students studying abroad through the development of more programs, notably in underrepresented regions and for underrepresented academic departments and majors, and offering core classes which are accessible to the whole student population. In addition enable students to integrate and maximize their international learning by providing pre-departure and re-entry academic cross-cultural courses.*

Actions & Recommendation	Target	Completion Date	Funding Required	Point Person/Unit
Increase students studying abroad to 225 each year.	20-25% increase from 2011/12 academic year.	2014-15	Increase staff at CIE once the 200 student threshold is crossed. \$40,000 in salary and benefits.	Provost
Offer more core classes.	At least 3 CSU faculty-led programs which feature	2013-2014	N/A	CIE & IEC members solicit departments and faculty to teach

	core classes.			core classes in study abroad programs. Prioritize with program development funding.
Target underrepresented departments.	Review last 5 years of department participation to determine one department to target each year.	2013-2014 through 2016-2017	N/A	CIE should survey departments to determine needs.
Continue to diversify the locations and disciplines offered in study abroad programs.	Review last 5 years to find underrepresented locations and disciplines.	2012-2013 through 2016-2017	N/A	Higher funding priority for new study abroad proposals from underrepresented departments or to underrepresented countries or regions.
Encourage and support development of lower cost programs, particularly short-term offerings during spring or winter breaks and Maymester.	1 new low-cost program each year.	Fall 2013	\$3,000	Set Int'l Education Fee funding priority to new study abroad proposals related to underrepresented departments or underrepresented countries or regions.
Seek to involve underrepresented student demographic groups through early advising and freshman outreach programs.	Target advisors through educational advising sessions.	Start Fall 2012	N/A	CIE informs advisors of programs and scholarships before and during advising week.

Develop more scholarships for study abroad, including underrepresented student groups.	3 new diversity scholarships over 6 year period.	2013-2014	Endowment required	University Advancement
Facilitate faculty counting study abroad toward tenure in the areas of teaching and professional.	All Departments and Schools	Fall 2013	N/A	Provost & Deans should encourage Departments to put in P&T guidelines
Provide adequate salary compensation for faculty teaching and directing study abroad programs.	N/A	2012-2013	Re-assert standard summer policy (9% for 3 credit class) and adequate per diem rates. Establish standard salaries or course releases for program directors.	Provost & Deans
Offer ITDS 2105: <i>The International Cross-Cultural Experience</i> on a more frequent basis	2-4 per year	2 for 2012-2013 4 for 2013-2014	Part-time or overload salary funds for 1-credit class (\$800)	Provost and Basic Studies
Offer ITDS 2205: <i>The Re-Entry Experience for Study Abroad Students</i> regularly	1-2 per year	1 for 2012-2013 2 for 2013-2014	Part-time or overload salary funds for 1-credit class (\$800)	Provost and Basic Studies
Continue the <i>Student Ambassador Program</i> with new funding to replace Capital Campaign funds (possibly with International Educ. Fee).	10 students per year.	2013-2014	\$2,500 (\$250 x 10 students)	CIE and Provost

II. CURRICULUM

Goals: *Increase student and faculty participation in international on-campus academic programs by developing an International Studies Certificate integrating international classes and study abroad, and expanding the International Learning Community.*

Recommendation	Target	Completion Date	Funding Required	Point Person/Unit
Create a 15-18 credit hour certificate program. Include an entry-level course (ITDS 2105?), ILC classes, study abroad and a capstone course (either in the major or as an ITDS 5555).	2 % of CSU undergraduate students.	1% of undergrads by 2014-2015 2% of undergrads by 2016-2017	N/A	International Education Committee and Curriculum Committee
Appoint an International Studies Certificate Coordinator		Spring 2013	One established faculty member with half-time release from teaching	Provost's Office
Work with the Center for Teaching and Learning to publicize the International Learning Community new faculty and include a regular ILC reading circle		Fall 2012		CIE and Faculty Center
Encourage ILC and IEC members to be active advocates in departments		Fall 2012		

III. FACULTY DEVELOPMENT

Goals: *Increase the level of interest, support and involvement in international education among the faculty recruited, hired and retained at Columbus State University.*

Recommendation	Target	Completion Date	Funding Required	Point Person/Unit
Include international education in the hiring announcement template and add a visit to CIE to the Provost's checklist for all visiting candidates.	All Departments		N/A	Provost and Department Chairs
Survey faculty members	Survey every 3	2012-2013	N/A	CIE and Faculty

to identify international education interests and needs related to curriculum, study abroad, research and other aspects.	years			Center for the Enhancement of Teaching and Learning
Develop and support faculty learning communities (FLC) featuring internationalizing the curriculum, international research collaboration, and collaborative teaching	1-2 per year	2012-2013	\$2,600 (\$100 stipends x 10 participants and \$300 for FLC leader)	Faculty Center and Provost
Ensure that study abroad development, administration and teaching is counted toward teaching and service under tenure and promotion guidelines	All Departments and Schools	2012-2013	N/A	Provost & Deans should encourage Departments to put in P&T guidelines
Support international conferences or workshops hosted by CSU	1-4 conferences annually	1 conference 2012-2013 4 conferences by 2015-2016	\$2000 per conference	Provost
Host workshop on Fulbright Scholars	Held every two years. Using Tegrity, put the workshop online.	2012-2013	\$1000 for workshop consultant every two years	Grants Office, Provost and CIE
Encourage academic "swap" exchanges in the academic year (short-term, semester or year).	2-4 faculty/staff exchange per year.	2 exchanges by 2013-2014 4 exchanges by 2015-2016.	\$2,500 per exchange (airfare & per diem for outgoing scholar and housing & transport for incoming scholar). <u>A guest house would significantly reduce costs.</u>	Provost and CIE Director
Develop international	6 grants per	2 by 2012-	\$2,500	Provost, Faculty

collaborative teaching program with CSU faculty and visiting or exchange scholars.	year	2013 4 by 2013- 2014 6 by 2014- 2015	(\$1000 grant to CSU and partner faculty member plus one month housing for visiting faculty member.	Center and CIE
Workshop for “International Classroom Connections” between CSU and non-US classes. Enable faculty to develop international collaborative teaching and student learning.	Workshop and faculty grants for three successive years.	Spring 2013 workshop. Faculty grants from Fall 2014.	\$6,000 (\$1,000 for workshop consultant and \$1,000 grants for 5 faculty members).	UITS and Provost
Faculty reception for visiting and exchange scholars to foster collaboration	Reception luncheon each semester	2012-2013	\$1,500 per year	Provost’s Office and CIE

IV. CAMPUS PROGRAMS AND FACILITIES

Goals: *Create a more international campus experience in order to increase the international awareness and involvement of CSU students and faculty through greater visual emphasis on CSU’s international character and creating more international campus activities.*

Recommendation	Target	Completion Date	Funding Required	Point Person/Unit
Selected foreign language signage including a welcome sign at the main campus entrance.		Fall 2012	\$150.00	Campus Programs & Facilities Subcommittee. Languages recommendation from IEC.
Hang international flags representative of students, faculty and programs in the Cougar Caf, Cougar Food Court and The Den at RiverPark		Fall 2012	\$3360.00 (40 nylon flags at average price of \$84.00 each)	Campus Programs & Facilities Subcommittee. Flag recommendation

				s from IEC, CIE, and Continuing Education.
Line the main entrance of CSU with representative international flags		Fall 2014	\$5000.00-\$10,000.00 (10-20 flags and flag poles at \$84 per flag plus \$340 per 20ft. flag pole)	Campus Programs & Facilities Subcommittee. Recommendations about countries from CIE, IEC and Continuing Education.
International meals at Cougar Caf and The Den once a month. Marketed to campus populations through “In The Know,” “Cougar Connection,” and on the Dining Services Website.		Formal plan will be created by Fall 2012.	N/A	David Mitchell and Aramark
Display international flags at Freshman Convocation to represent international students’ countries.		Fall 2013 (Annual expense will vary)	\$7,160 (40 nylon flags at \$84.00 each plus 40 flag pole kits at \$95.00 each. \$179 per year to add one more flag.)	Convocation Planning Committee would coordinate each year. Recommendations for flags from IEC, CIE and Continuing Education.
At CSU graduation, highlight international connections by displaying flags that represent countries of graduates’ countries. The president could also recognize an international student or a student with extensive participation in study abroad programs. International Stoles could also be available for purchase at the main and		Fall 2013	See information under Freshman Convocation. Flags would be used for both events.	Graduation Planning Committee would coordinate flag displays each year with CIE/ Stoles – Follett and David Mitchell.

RiverPark bookstores.				
Link international and U.S. students by expanding the Global Dialogues (currently 7 programs per semester) and add to it a Cross-Cultural Friendships program.	Establish 10 pairs of cross-cultural friendships.	2012-2013	\$500 annually for one Cross-Cultural Friendships local fieldtrip each year.	Student Affairs, ELI and CIE.
Mentoring Program with Global Village to assist International students in adapting; International Coffee Hour, a bi-weekly event sponsored by local community organizations.	Goal is to engage a minimum of 200 students over the next two years.	A more formal plan will be created with a schedule by Fall 2012 to expand.	\$2,500 annually for programming costs.	CIE, Residence Life, and Student Life & Development
Expand the annual CSU International Week and add an International Dinner showcasing partnerships among campus and local community.	Increase International Education Week participation by 10% fall 2012.	2012-2013	\$15,000 for International Dinner and International Education Week.	CIE and Diversity Services

V. INTERNATIONAL STUDENT RECRUITMENT AND ENROLLMENT

Goals: *Increase the number of international students while maintaining the diversity of countries represented. International students are a potentially rich resource for internationalizing the campus experience of all students through programs and activities that bring U.S. and international students together and develop their cross-cultural learning.*

Recommendation	Target	Completion Date	Funding Required	Point Person/Unit
Increase the number of international students to the national average.	3.5% of current enrollment or 300 students	2017-2018	See items below	Recruitment, Admissions, ELI, Student Affairs and CIE.
Create an online “One-Stop-Shop” to facilitate the admission process for international recruits by integrating an online application with credential evaluation and fee payment. Survey and	Unified application process	Spring 2013 for Fall 2013 admission	Credential evaluation training of staff.	Admissions (Jessica Gonzalez-Armstrong from Provost’s Office)

field test with current international students to ensure ease of use.				
Create new International recruitment coordinator to participate in 2-3 international student fairs annually and manage overseas recruitment agents. Shift one admissions counselor to full-time international.	One new position in Recruitment and reallocation of responsibilities in Admissions.	Spring 2013	\$95,000 (\$45,000 salary and benefits for new position and operating budget of \$50,000).	Enrollment Services, Provost and CIE
Increase named scholarships for international students	Tower International Fellows (proposed) and International Education Endowment	Ongoing	TBD	Advancement Office, Enrollment Services, IEC and CIE
Increase graduate assistantships for international students by working with faculty to include graduate student assistantships in grant applications. Publicize opportunities as well.	Dependent upon department	Ongoing	n/a	Department Chairs
Develop international cohort programs through international partnerships.	Dependent upon department. 2-3 cohorts programs each year with 50-75 students.	2014-2015	Set aside 10% of cohort student tuition and fees charge to provide student services.	CIE, Provost's Office and College Deans
Initiate "Bridge Program" with ELI to encourage current ELI students to continue studies at CSU	Retain 2-5 ELI graduates at CSU each year	Fall 2014	N/A	CIE, ELI and Admissions

VI. SERVICE LEARNING AND INTERNSHIPS

Goals: *Increase participation in international internships by identifying and promoting organizations to serve as providers for internships and creating a “Work Abroad” webpage on the CIE website. In addition increase international service learning by identifying CSU departments or organizations well-suited to offer service learning programs abroad.*

Recommendation	Target	Completion Date	Funding Required	Point Person/Unit
Increase number of participants in international internships with targeted marketing and information sessions.	From 0 to 10 per academic year	5 annually by 2014-2015 10 annually by 2016-2017	N/A	CIE, Academic Departments, Career Center
Establish a stipend fund awarded to international internship participants and administered through CIE.	Increase fund by approximately \$2,500 each year \$25,000	Fall 2013 to Fall 2022	\$2,500 (Fall 2014) to \$25,000 (Fall 2022)	Foundation, CIE
Acquire access to Go Global, a network of jobs & internships abroad.	3 year agreement contract	Fall 2014	\$3,360 annually	Career Center
Develop guidelines for internship criteria to meet academic department standards.	All academic departments.	One department by 2013-2014	N/A	Academic Departments
Fund the development of service learning programs abroad or integration of service learning within existing study abroad programs.	1-2 per academic year	2014-2015	\$1,000-\$4,000	Establish priority in International Education Fee funds.
Collaborate with Cougar Paws and Servant Leadership to promote service programs and establish a programming and travel fund for U.S. based service-learning programs.	N/A	Fall 2014	\$2,000	Student Affairs, Servant Leadership, Career Center, CIE