Mapping Internationalization on U.S. Campuses: 2012 Edition

This survey aims to update baseline data on the internationalization policies and practices of U.S. colleges and universities. Following the similar surveys conducted in 2001 and 2006, this survey will produce the most up-to-date data as well as trend data about the state of internationalization in American higher education. All responses will remain completely confidential.

For the purposes of this survey:

- **Internationalization** broadly refers to institutional efforts to integrate an international, global, and/or intercultural dimension into the teaching, research, or service functions of higher education.
- **International or global education** is a subset of internationalization efforts pertaining to student learning opportunities. An educational course, program, or activity would be considered international or global if it primarily features perspectives, issues, or events from specific countries or areas outside the United States, or those that transcend national borders (e.g., health, environment, human rights issues).

A. **Institutional Commitment**

1. Does your institution’s mission statement specifically refer to international or global education?
   - Yes.
   - No.
   - Some aspects of internationalization, other than international education, are mentioned.
   - No mission statement exists.

2. Is international or global education among the top five priorities in your institution’s current strategic plan?
   - Yes.
   - No.
   - Not international education, but some aspect of internationalization is one of the top five priorities.
   - No strategic plan exists.

3. Does your institution have a separate plan that specifically addresses institution-wide internationalization?
   - Yes.
   - No.

4. Does your institution have a campus-wide committee or task force that works solely on advancing internationalization efforts on campus?
   - Yes.
   - No.

5. In your student recruitment/admissions materials, including information online, are internationally oriented courses, programs, or activities highlighted?
   - Yes.
   - No.
6. What are the **THREE** most compelling reasons that your institution is focusing on internationalization?
   - To improve student preparedness for a global era.
   - To diversify students, faculty, and staff at home campus.
   - To become more attractive to prospective students at home and overseas.
   - To raise international reputation and rankings.
   - To respond to the growing public demand for global competitiveness in knowledge creation/innovation and talent development.
   - To increase the impact and outreach of the institution through international development.
   - To pursue new revenue streams.
   - To participate in U.S. diplomacy efforts.
   - Other (please explain): _________________________________________________________
   - Not applicable. My institution does not focus on internationalization at all.

7. Has your institution formally assessed the impact or progress of its internationalization efforts in the last five years (academic years 2006–07 to 2010–11)?
   - No.
   - Yes, for institutional accreditation purposes.
   - Yes, for purposes other than institutional accreditation (please specify):

8. Are there specified international or global student learning outcomes at your institution?
   - Yes, for all students. → Go To Question 8-1
   - Yes, for students in some schools, departments, or programs (study abroad, interdisciplinary program, etc.). → Go To Question 8-1
   - No. → Go To Question 9

8-1. Are the specified global learning outcomes assessed? How is it done? Select all that apply.
   - No, my institution does not assess the specified global learning outcomes.
   - Yes, through course assessments focused on individual learning.
   - Yes, through program evaluation aimed toward curriculum and pedagogy improvement.
   - Yes, through large-scale assessment to benchmark campus performance for accountability purposes (e.g., institutional or program accreditation).
   - Yes, other (please describe):_________________________________________________

B. Organizational Structure and Staffing

9. Which best describes the administrative structure of the internationalization activities and programs at your institution?
   - A single office leads internationalization activities and programs.
   - Multiple offices lead, with assistance of a cross-unit coordinating body.
   - Multiple offices lead, independently from each other.
   - No particular office leads.
   - Not applicable.
10. Does your institution have one or more professional staff or faculty members dedicated at least half-time to any of the following aspects of internationalization? Select all that apply.

- International student recruitment/admissions.
- International student services.
- International scholar services.
- English as a Second Language (ESL).
- Education/study abroad.
- International/global campus programming.
- Internationalization of the curriculum.
- Languages Across the Curriculum (LAC, LxC).
- Developing/monitoring international partnerships.
- Creating/managing branch campus(es).
- Other (please describe): ______________________________________________________

11. To whom does the individual or the office/unit **primarily** responsible for internationalization efforts on your campus report? Select all that apply.

- President/CEO.
- Chief academic officer.
- Other administrator in academic affairs.
- Chief student affairs officer.
- Other administrator in student affairs.
- None of the above (please specify): ____________________________________________

12. Is there a full-time administrator who oversees or coordinates multiple internationalization activities or programs?

- Yes. → Go To Question 12-1
- No. → Go To Question 13

12-1. Does this person hold a position title of senior-level officer?

- Yes.
- No.

**C. Financial Support**

13. Has your institution received external funding specifically for internationalization programs or activities in the last three years (academic years 2008–09 to 2010–11)? Please check all that apply.

- Federal government.
- State government.
- Alumni.
- Private donors other than alumni.
- Foundations.
- Corporations.
- No external funding received.
- Other (please specify): ______________________________________________________
14. To recruit full-time degree-seeking international undergraduate students, did your institution provide funding for the following last year (academic year 2010–11)? Select all that apply.
- Scholarships or other financial aid.
- Travel for recruitment officers.
- Hired overseas student recruiters.
- Other (please specify): ________________________________
- No institutional funding provided.
- Not applicable because undergraduate programs are not offered at my institution.

15. To recruit full-time degree-seeking international graduate students, did your institution provide specific funding for the following last year (2010–11)? Select all that apply.
- Scholarships/fellowships/stipends.
- Travel for recruitment officers.
- Hired overseas student recruiters.
- No institutional funding provided.
- Not applicable because graduate programs are not offered at my institution.
- Other (please specify): ________________________________

16. Did your institution provide specific funding for the following aspects of internationalization last year (2010–11)? Select all that apply.
- Internationalization of courses or programs.
- Hosting visiting international faculty.
- Faculty teaching at institutions abroad.
- Faculty leading students on study abroad programs.
- Staff leading students on study abroad programs.
- Faculty travel to meetings or conferences abroad.
- Staff travel to meetings or conferences abroad.
- Faculty studying or conducting research abroad.
- Staff studying or conducting research abroad.
- Faculty development seminars abroad.
- Staff development seminars abroad.
- No funding provided.
- Other (please list): ________________________________

17. Can undergraduate students use their institutional financial aid to participate in study abroad opportunities administered by other institutions? “Administer” means that the institution of higher education has control over and runs the daily operation of the program.
- No.
- Yes, for approved opportunities administered by higher education institutions within a consortium or state system.
- Yes, for approved opportunities administered by any institution of higher education.
- Not applicable.
- Other (please describe): ________________________________
18. Does your institution (or any of its schools or departments) provide institutional funds as student scholarships for "education abroad," in addition to traditional institutional financial aid? Education abroad includes any of the following offered for academic credit: study abroad, international internships, international service opportunities, field study abroad, research abroad, and work abroad.

- No.
- Yes, for undergraduate students only.
- Yes, for graduate students only.
- Yes, for both undergraduate and graduate students.
- Not applicable.

**D. Internationalizing Curriculum and Academic Requirements**

Does your institution offer any undergraduate-level courses/programs?

- Yes. → Go To Question 19
- No. → Go To Question 26

19. Is your institution currently engaged in any initiatives to internationalize the undergraduate curriculum?

- Yes. → Go To Question 19-1
- No. → Go To Question 20

19-1. At which level are efforts to internationalize the undergraduate curriculum taking place? Select all that apply.

- Institution-wide (committee, faculty senate, etc.).
- Schools (education, engineering, etc.).
- Departments (business, chemistry, etc.) or programs (interdisciplinary program, etc.).
- Other (please describe): ______________________________________________________

20. Does your institution have a foreign language **admission** requirement for incoming undergraduates?

- No. __________________________________________
- Yes, for **some** degree-seeking students.
- Yes, for **all** degree-seeking students.

21. Does your institution have a foreign language **graduation** requirement for undergraduates?

- No. → Go To Question 22
- Yes, for **some** bachelor’s/associate degree students. → Go To Question 21-1
- Yes, for **all** bachelor’s/associate degree students. → Go To Question 21-1

21-1. What is the foreign language requirement for graduation for undergraduates? If your institution has different requirements for different students, please indicate the requirement as it applies to the largest school/college/program.

- One semester or equivalent.
- One year or equivalent.
- More than one year, but less than two years.
- Two years or equivalent.
- More than two years or equivalent.
21-2. Can this undergraduate foreign language requirement be met by passing a proficiency test?

- No.
- Yes.

22. Please select all foreign languages taught at the undergraduate level last year (academic year 2010–11). Do not count English as a Second Language (ESL) or American Sign Language (ASL).

- Arabic.
- Bahasa (Malaysia or Indonesia).
- Chinese.
- Farsi.
- French.
- German.
- Classical Greek.
- Hebrew.
- Hindi.
- Italian.
- Japanese.
- Korean.
- Latin.
- Pashto.
- Persian.
- Portuguese.
- Russian.
- Spanish.
- Turkish.
- Urdu.
- Other (please specify): _________________________________________________________

23. To satisfy a general education requirement, are undergraduates **required** to take courses that feature global trends or issues such as health, environment, or peace studies?

- Yes.
- No.

24. To satisfy a general education requirement, are students **required** to take courses that primarily feature perspectives, issues, or events from specific countries or areas outside the United States? Do not include foreign language courses.

- Yes. → Go To Question 24-1
- No. → Go To Question 25

24-1. How many such courses are they **required** to complete to satisfy their general education requirement?

- One course.
- Two courses.
- Three or more courses.

24-2. Are undergraduate students **required** to complete courses that primarily feature countries or geographic areas **other than** Canada, Australia, or Western Europe?

- No.
- Yes.
25. Does your institution offer international/global tracks, concentrations, or certificate options for undergraduate students in the following fields? Select all that apply.

- International/global certificate for all students, regardless of major.
- Business/Management.
- Education.
- Health/Medicine.
- Humanities/Liberal Arts.
- Social/Behavioral Sciences/Economics.
- Science/Technology/Engineering/Mathematics (STEM).
- Technical/Professional.
- Tourism/Hotel Management.
- Such programs not offered.
- Other (please list): ____________________________________________________________

26. Does your institution offer any international collaborative programs arranged with non-U.S. institutions overseas to your “home campus” students? Select all that apply. Please exclude branch campuses, as they will be addressed in a later section. [This question applies to both undergraduate and graduate programs.]

For the purposes of this survey:

**Branch campuses** are a physical presence, wholly or jointly owned and operated by the awarding institution, providing degrees through face-to-face instruction, supported by traditional physical infrastructure such as a library, labs, classrooms, and faculty and staff offices.

**Joint degree programs** are those where courses are offered by each collaborating institution but only the institution at which students are registered confers the degree or diploma.

**Double or dual degree programs** are those where students take courses and receive a degree or diploma from each participating institution.

- Joint degree programs. \( \rightarrow \) Go To Question 26-1
- Double or dual degree programs. \( \rightarrow \) Go To Question 26-1
- Non-degree certificate programs. \( \rightarrow \) Go To Question 26-1
- Not offered. \( \rightarrow \) Go To Question 27
- Not offered, but currently working to develop. \( \rightarrow \) Go To Question 26-1
- Other (please describe): ____________________________________________ \( \rightarrow \) Go To Question 26-1

26-1. Are the programs you have mentioned accredited?

- U.S. accreditation only.
- Partner country’s accreditation only.
- Both U.S. and partner country’s accreditation.
- Not accredited.
- Other (please describe): ____________________________________________
26-2. Please select all academic fields and levels in which your joint/double/dual degree programs are currently operational. Please include non-degree certificate programs.

<table>
<thead>
<tr>
<th>Academic Field</th>
<th>Joint degree undergraduate level</th>
<th>Joint degree graduate level</th>
<th>Double/dual degree undergraduate level</th>
<th>Double/dual degree graduate level</th>
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<tbody>
<tr>
<td>Business/Management</td>
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<td>Social Sciences/Economics</td>
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</table>
26-3. Please select institutional locations in which your international collaborative programs are currently operational. Please answer for each row.

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<th>Joint Degree Programs</th>
<th>Not offered in this location</th>
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<th>Undergraduate degree</th>
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E. Education Abroad

27. Did your institution administer any of the following undergraduate education abroad programs for credit last year (2010–11)? “Administer” means that the institution has control over and runs the daily operation of the program. Select all that apply.

- Study abroad.
- International internships (placed abroad).
- Service opportunities abroad.
- Field study abroad.
- Research abroad.
- Work abroad.
- My institution did not offer any education abroad programs.
- Not applicable because my institution only has graduate programs.
- Other (please specify): __________________________________________

27-1. Does your institution have guidelines to ensure that undergraduates can participate in approved education abroad programs without delaying graduation?

- No.
- Yes.

27-2. For the 2011 graduating class, please estimate how many graduates engaged in education abroad for credit during their college years.

- None.
- Less than 5%.
- 5–10%.
- 11–20%.
- 21–30%.
- 31–50%.
- More than 50%.
- Don’t know.
- Not applicable.

F. Faculty Policies and Opportunities

28. Does your institution have guidelines that specify international work or experience as a consideration in faculty promotion and tenure decisions?

- No.
- Yes, for faculty in some schools, departments, or programs.
- Yes, for all faculty members.

29. When hiring faculty in fields that are not explicitly international/global, does your institution give preference to candidates with international background, experience, or interests?

- Never.
- Rarely.
- Occasionally.
- Frequently.
30. Did your institution offer any of the following opportunities to faculty members in the last three years (academic years 2008–09 to 2010–11)? Select all that apply.
   ❏ Workshops on internationalizing the curriculum.
   ❏ Workshops that include a focus on how to use technology to enhance the international dimension of their courses.
   ❏ Workshops on global learning assessments.
   ❏ Opportunities to improve their foreign language skills.
   ❏ Recognition awards specifically for international activity.
   ❏ Other (please specify): ________________________________________________

G. Student Activities and Services

31. What was the total number of international students at your institution last year (2010–11)? Do not count English as a Second Language (ESL)-only students. International students may be on any of the following visas: F (student), J (temporary educational exchange visitor), or M (vocational training). Permanent residents or refugees are not considered international students.

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
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<tbody>
<tr>
<td>Full-time students</td>
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<tr>
<td>Part-time students</td>
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</tbody>
</table>

32. Does your institution have a strategic international student recruitment plan that includes specific enrollment targets?
   ❏ No enrollment targets specified. → Go To Question 33
   ❏ Yes, for both undergraduate and graduate levels.
   ❏ Yes, for undergraduate, but not for graduate level.
   ❏ Yes, for graduate, but not for undergraduate level.
   ❏ Yes, for undergraduate level only because we don’t offer graduate programs.
   ❏ Yes, for graduate level only because we don’t offer undergraduate programs.
   ❏ Not applicable because no international recruitment plan exists. → Go To Question 33

32-1. Does your international recruitment plan specify geographic targets?
   ❏ Yes. → Go To Question 32-1-1
   ❏ No. → Go To Question 33
32-11. Please indicate all of your target countries/regions below.

- China.
- Hong Kong SAR.
- Taiwan.
- India.
- Singapore.
- Other country in Asia.
- Turkey.
- Other country in Central/Eastern Europe.
- Western Europe.
- Canada.
- Mexico.
- Brazil.
- Other country in Central/South America.
- South Africa.
- Other country in sub-Saharan Africa.
- Israel.
- Qatar.
- United Arab Emirates.
- Other country in North Africa/Middle East.

33. Does your institution have dedicated printed materials and/or website section(s) for prospective international students?

- Yes.
- No.

34. Does your institution offer any of the following programs or support services for international students? Select all that apply.

- Individualized academic support services.
- Orientation to the United States and the local community.
- Orientation to the institution and/or the U.S. classroom.
- Assistance in finding housing.
- Institutional advisory committee of international students.
- International alumni services and/or chapters.
- Support services for dependents of international students.
- Host-family program for international students.
- English as a Second Language (ESL) program.
- Not applicable because my institution does not have international students.
35. Did your institution offer any of the following programs or activities for undergraduate students last year (2010–11)? Select all that apply.

- Buddy program that pairs U.S. and international students to help integrate students socially.
- Language partner program that pairs U.S. and international students.
- Residence hall with special programs designed to facilitate the integration of U.S. and international students (language house, roommate program, or international house).
- Meeting place for students interested in international topics.
- Regular and ongoing international festivals or events on campus.
- Programs to link study abroad returnees or international students with students in K-12 schools.
- Not applicable.
- Other (please list): __________________________________________________________

H. Use of Technology for Internationalization

36. Has the use of technology for internationalization purposes changed in the past five years?

- Substantially increased.
- Somewhat increased.
- No change.
- Declined.

37. Which aspects of internationalization are effectively served by technology at your institution? Select the THREE most effective uses.

- Internationalizing curriculum and instruction at home campus (guest lectures via video conferencing, e-portfolios to assess international learning outcomes, etc.).
- Co-curricular activities at home campus (technology-enabled learning and social networking opportunities for student cultural exchanges, etc.).
- Education abroad (virtual orientation sessions, online advising, institutionally sponsored study abroad student blogs, etc.).
- Joint/dual/double degree programs offered with a partner institution overseas.
- Branch campus programs offered to non-U.S. students.
- Global delivery of for-credit courses to non-U.S. students outside the United States.
- Global delivery of non-credit courses to non-U.S. students outside the United States.
- Faculty partnerships for research and development projects (video or web research conferences, etc.).
- International student and/or scholar recruitment (virtual college fair, information updates via social media, etc.).
- Global branding and marketing.
- Not applicable.
- Other (please specify): _________________________________________________________
I. Offshore Education Programs for Non-U.S. Students

38. Does your institution offer education programs outside the United States to non-U.S. students, leading to a degree or other credentials from your institution only? Select all that apply, regardless of delivery method (face-to-face or online instruction). Please exclude joint or dual/double degree programs.

- ❏ No. → Go To Question 39
- ❏ No, but currently working to develop such programs.
- ❏ Yes, programs leading to a degree.
- ❏ Yes, non-degree certificate programs.
- ❏ Other (please describe your programs briefly): ______________________

38-1. Please select countries/regions served by your institution through such programs (including ones under way), and indicate whether you have partner institutions in those countries. A “partner institution” is defined as an institution of higher education in the target country that is collaborating with your institution in the design and/or delivery of the program specified.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>No, do not offer</th>
<th>Yes, offer programs: NO partners</th>
<th>Yes, offer programs: SOME programs with partners</th>
<th>Yes, offer programs: ALL programs with partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>❏</td>
<td>❏</td>
<td>❏</td>
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<tr>
<td>Hong Kong SAR</td>
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<tr>
<td>Taiwan</td>
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<tr>
<td>India</td>
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<tr>
<td>Singapore</td>
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<tr>
<td>Other country in Asia</td>
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<tr>
<td>Turkey</td>
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<tr>
<td>Other country in Central/Eastern Europe</td>
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<tr>
<td>Western Europe</td>
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<td>Canada</td>
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<td>Brazil</td>
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<tr>
<td>Other country in Central/South America</td>
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<tr>
<td>South Africa</td>
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<tr>
<td>Other country in sub-Saharan Africa</td>
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<tr>
<td>Israel</td>
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<td>Qatar</td>
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<tr>
<td>United Arab Emirates</td>
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<tr>
<td>Other country in North Africa/Middle East</td>
<td>❏</td>
<td>❏</td>
<td>❏</td>
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</tr>
</tbody>
</table>
38-2. Select the fields and the levels in which you offer programs for non-U.S. students outside the United States. Select all that apply.

<table>
<thead>
<tr>
<th>Field</th>
<th>Not offered</th>
<th>Undergraduate degrees</th>
<th>Undergraduate certificates</th>
<th>Graduate degrees</th>
<th>Graduate certificates</th>
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</thead>
<tbody>
<tr>
<td>Business/Management</td>
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<tr>
<td>Law</td>
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<td>Education</td>
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<tr>
<td>Health/Medicine</td>
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<tr>
<td>Humanities/Liberal Arts</td>
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<tr>
<td>Social Sciences/Economics</td>
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<tr>
<td>Science/Technology/Engineering/Engineering/Mathematics (STEM)</td>
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<tr>
<td>Technical/Professional</td>
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<tr>
<td>International Studies</td>
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<tr>
<td>Tourism/Hotel Management</td>
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<tr>
<td>Other</td>
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</tr>
</tbody>
</table>
38-3. Does your institution receive direct and/or indirect financial support from the host country for your institution’s programs in the following countries? Please select all sources of funding.

<table>
<thead>
<tr>
<th>Country</th>
<th>No financial support</th>
<th>Yes, from partner higher education institutions in the host country</th>
<th>Yes, from the host country government</th>
<th>Yes, from industry or private donors in the host country</th>
<th>Yes, from nonprofit foundations or other NGOs in the host country</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>[]</td>
<td>[]</td>
<td>[]</td>
<td>[]</td>
<td>[]</td>
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<tr>
<td>Hong Kong SAR</td>
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<td>Taiwan</td>
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<td>India</td>
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<td>Singapore</td>
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<tr>
<td>Other country in Asia</td>
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<td>Other country in Central/Eastern Europe</td>
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<td>Western Europe</td>
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<td>Canada</td>
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<td>Mexico</td>
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<td>Brazil</td>
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<tr>
<td>Other country in Central/South America</td>
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<tr>
<td>South Africa</td>
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<tr>
<td>Other country in sub-Saharan Africa</td>
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<td>Israel</td>
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<td>Qatar</td>
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<tr>
<td>United Arab Emirates</td>
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<tr>
<td>Other country in North Africa/Middle East</td>
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<td>[]</td>
</tr>
</tbody>
</table>
38-4. How is instruction delivered for such overseas programs you have indicated?

- Entirely or largely through face-to-face instruction.
- Entirely or largely online.
- Mixed.
- None of the above (please describe): ________________________________

38-5. Has your institution established a branch campus (or campuses) overseas for any of the education programs you have indicated above? For this survey, a “branch campus” is defined as a physical presence, wholly or jointly owned and operated by the awarding institution, providing degrees and other credentials through face-to-face instruction, supported by traditional physical infrastructure such as a library, laboratories, classrooms, and faculty and staff offices. If you have more than one branch campus/program, please indicate what applies to the majority of cases, unless otherwise noted.

- No. → Go To Question 39
- Yes, for some programs. → Go To Question 38-5-1
- Yes, for all programs. → Go To Question 38-5-1

38-5-1. For how many years has the branch campus been operational? If you have more than one, please indicate the longest-serving campus.

- Less than a year.
- 1–3 years.
- 4–5 years.
- 6–10 years.
- More than 10 years.

38-5-2. Which best describes your partner(s) in the host country? Select all that apply.

- Governments.
- Institutions of higher education.
- Industry.
- Foundations.
- International organizations.
- Other (please specify): ________________________________

38-5-3. What was the total number of enrollments at all of your branch campuses last year (2010–11)? If data are not available or incomplete, please provide best estimates.

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time students</td>
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<tr>
<td>Part-time students</td>
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</tr>
</tbody>
</table>

38-5-4. Does your branch campus participate in any accreditation (quality assurance) programs?

- U.S. accreditation only.
- Host-country accreditation only.
- Both U.S. and host-country accreditation programs.
- None.
- Other (please describe): ________________________________
38-5-5. What is the origin of the faculty?
- Majority from the United States.
- Majority from the host country.
- Majority from countries other than the United States or the host country.
- Mixed.

38-5-6. Does your branch campus have permanent faculty onsite?
- Yes.
- No.

38-5-7. Does your branch campus have permanent administrative staff onsite?
- Yes.
- No.

38-5-8. Please select all types of credentials and fields offered by your branch campuses.

<table>
<thead>
<tr>
<th>Certificate</th>
<th>Associate</th>
<th>Bachelor’s</th>
<th>Master’s</th>
<th>Doctoral</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business/Management</td>
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<tr>
<td>Law</td>
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<td>Social Sciences</td>
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<tr>
<td>International Studies</td>
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<tr>
<td>Tourism/Hotel Management</td>
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<td>Technical/Professional</td>
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<tr>
<td>Science/Technology/Engineering/Mathematics (STEM)</td>
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<tr>
<td>Other</td>
<td></td>
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</tr>
</tbody>
</table>
38-5.9. Please select all locations in which your institution is operating a branch campus.

- China.
- Hong Kong SAR.
- Taiwan.
- India.
- Singapore.
- Other country in Asia.
- Turkey.
- Other country in Central/Eastern Europe.
- Western Europe.
- Canada.
- Mexico.
- Brazil.
- Other country in Central/South America.
- South Africa.
- Other country in sub-Saharan Africa.
- Israel.
- Qatar.
- United Arab Emirates.
- Other country in North Africa/Middle East.

J. Internationalization as an Accelerated Institutional Focus

This section focuses on the actual internationalization work undertaken—as opposed to planned work—by your institution in recent years. “Recent years” refers to the past three years (academic years 2008–09 to 2010–11).

39. Overall would you say the level of internationalization in recent years has been:

- Very high.
- High.
- Moderate.
- Low.
- Very low.

40. During this period, has internationalization accelerated on your campus?

- Yes, to a significant degree. → Go To Question 40-1
- Yes, somewhat. → Go To Question 40-1
- No change. → You are finished.
- No, but our institution has always been a leader in this area. → Go To Question 40-1
40-1. What motivated your institution to accelerate internationalization in recent years? Please select the top THREE answers.
- Government pressures for global competitiveness.
- Business pressures for global competitiveness.
- Financial benefits of engaging in the global market.
- Institution’s global rankings and reputation.
- Institution’s focus on research and development (R&D).
- Service mission of institution.
- Institution’s emphasis on a more globally oriented curriculum and pedagogy.
- Other (please describe): ________________________________________________________

40-2. Who has been the most vital catalyst in spurring internationalization in recent years?
- President/CEO.
- Board.
- Chief academic officer.
- Senior international officer.
- A team of senior leaders in administration.
- Dean or department chair.
- Faculty.
- Students.
- Other (please explain): ________________________________________________________

40-3. Among various aspects of internationalization taking place on your campus, which FIVE have received most attention and resources in recent years?
- Expanding international student recruitment unit and staff.
- Overseas student recruiters or agencies.
- Setting up regional offices overseas for student recruitment.
- Global branding and marketing.
- Internationalizing curriculum at home campus.
- Joint/dual/double degree programs offered with an institution overseas.
- Branch campus(es).
- Global delivery of online programs (including those not leading to a degree) for non-U.S. students outside the United States, with or without a partnering institution overseas.
- Workforce training for an overseas government or corporation.
- Faculty opportunities (international research collaborations or consulting).
- Intensive student/faculty exchange programs.
- Strategic partnerships with overseas institutions, governments, or corporations.
- Other (please specify): ________________________________________________________

40-4. How has the level of funding changed to support accelerated internationalization in recent years?
- Level of overall funding has increased, primarily through internal sources.
- Level of overall funding has increased, mostly from governmental funds.
- Level of overall funding has increased, mostly from industry or private donors.
- Level of overall funding has decreased.
- Level and source of funding has been steady.
- No funding is provided exclusively for internationalization.
40-5. International partnerships often begin by signing a memorandum of understanding (MOU) with a partner institution overseas. What are the outcomes of a MOU generally at your institution? Please select the answer that best describes your institution.

- Same as before, little or no follow-up action is generated from the MOU.
- In recent years, the MOU has resulted in certain strategies and work plans pursuant to the mutual agreement.
- In recent years, targeted goals specified in the MOU have been met successfully.
- My institution has consistently achieved or at least made progress toward the goals specified in the MOU.
- Not applicable.
- Other (please explain): ____________________________

40-6. Are there specific campus-wide policies and/or guidelines for developing/approving new partnerships or assessing existing partnerships?

- Yes.
- No.
- No, but some departments or programs have such policies and/or guidelines.

40-7. Which best describes your institution’s approach to international partnerships in recent years (academic years 2008–09 to 2010–11)?

- We have begun international partnerships for the first time.
- We have substantially expanded the number of partnerships.
- We have moved toward fewer but more wide-reaching partnerships.
- We have expanded the partnerships in quantity as well as in quality.
- Not applicable. → You are finished.
- Other (please describe): ____________________________ → Go To Question 40-7-1
40-7-1. Which countries/regions have been the focus of your institution in international partnerships of recent years? Select all that apply.

<table>
<thead>
<tr>
<th>Country/Region</th>
<th>No focus</th>
<th>New partnerships being considered</th>
<th>Partnerships formed in the past three years</th>
<th>Partnerships formed more than three years ago</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
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<tr>
<td>Hong Kong SAR</td>
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<tr>
<td>Taiwan</td>
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<td>India</td>
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<tr>
<td>Other country in Asia</td>
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