

Montana State University Internationalization Plan – Fall 2008

Introduction

Universities have always had to be international institutions because sharing knowledge across borders has always been essential to the expansion of human knowledge. But in today's world, dominated by global economic, political and environmental issues, it is increasingly important for universities to be international in their teaching, research, and outreach. Universities today must prepare their graduates for truly "borderless careers" in every field of study.

The importance of offering a global learning environment is just as great for Montana State University as it is for other major universities in the United States. Montana is just as much an integral part of the global economy as California and New York. For example, seventy percent of Montana's grain production is exported, and international business is increasingly important to Montana's growing tourism industry, as well as to the growing number of technology firms that are based in Montana. Yet, Montana students often come to MSU with far less experience of things international than students in less remote parts of the U.S. Thus, there is an international knowledge gap that MSU must address to prepare our students for the global economy.

For this reason, Montana State University's Five Year Strategic Vision FY06-FY11 calls for the University to expand and enrich its international dimensions.

Montana State University already has a long and distinguished record of accomplishment internationally. Its researchers have long collaborated with colleagues around the world. MSU has long attracted hundreds of students per year from every region of the

globe for its degree programs. MSU's students go abroad to study in growing numbers each year.

However, the MSU Strategic Vision challenges the University to substantially go beyond its international accomplishments. While there has always been a substantial international side to MSU, international education has always remained on the periphery, an exciting but tangential aspect of the University. The Strategic Vision calls for the international dimension become much more central to MSU, and its mission and vision. It calls on the University's faculty to be drawn from the best academic talent from around the world, and for the faculty as a whole to have a global perspective on their disciplines. It calls on the University to substantially expand enrollments of international students. It calls on MSU to double participation in its education abroad programs. It calls on MSU to significantly increase its international university partnerships to ensure in key countries and expand academic offerings in critical foreign languages and study of other cultures.

Based on the fundamental goals laid out in the Five Year Strategic Vision, this document presents a detailed internationalization plan for Montana State University. This document is, in other words, a roadmap to accomplishing the international goals of the Strategic Vision. It begins with a brief analysis of MSU's strengths, weaknesses, opportunities and threats. It then breaks down the goals from the Strategic Vision into sub-goals as appropriate, defines benchmarks to measure progress as needed, and proposes a series of strategies to accomplish the goals.

In the table below, the basic sections of the MSU Strategic Vision are listed shaded in grey, the goals of the Strategic Vision are listed in the row below as white text on a black background, and the detailed Sub-goals, Benchmarks, and Strategies follow arranged in columns.

Strengths

- Central leadership commitment to international education
- Quality of MSU academic programs
- Faculty dedicated to international programs
- Competence and entrepreneurial orientation of OIP staff
- MSU international connections/network

Weaknesses

- Lack of university budget resources
Lack of funds for international programs and incentives for faculty, etc.
- Isolation and lack of awareness of Montana abroad
- Insufficient campus coordination
- Lack of programs in key countries (e.g. China and India)
- Few scholarships for study abroad

Opportunities

- Increase campus awareness of existing MSU international programs
- Promote increased faculty involvement- e.g. short term study abroad leaders
- Build on existing Middle East initiatives
- Increase understanding of implications of globalization for graduates
- Promote unique location of MSU-e.g. University of the Yellowstone
- Build on distance education facilities/expertis

Threats

- Increasing cost of international travel
- Declining value of the US dollar
- Runaway MSU nonresident tuition
- Precarious OIP budget and low MSU contribution
- Lack of support for international education in Montana

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<p><i>B. Approximately 27% of [MSU's student body] will be nonresidents, slightly higher than the current 25% nonresident rate (counting Western Undergraduate Exchange and international students).</i></p> <p><i>E. The number of international students will increase from 264 (Fall 2005) to 500.</i></p>																					
Sub-Goal	Strategy	Status	Benchmarks																		
Strengthen MSU central systems and facilities relating to international students.	Establish an International Enrollment Management Committee to facilitate a campus-wide international recruitment effort.	Deferred	<p>The following intermediate benchmarks¹ will be met or exceeded each academic year:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Target</u></th> <th style="text-align: center;"><u>Actual</u></th> </tr> </thead> <tbody> <tr> <td>Fall 2006</td> <td style="text-align: center;">300</td> <td style="text-align: center;">357</td> </tr> <tr> <td>Fall 2007</td> <td style="text-align: center;">350</td> <td style="text-align: center;">372</td> </tr> <tr> <td>Fall 2008</td> <td style="text-align: center;">400</td> <td style="text-align: center;">494</td> </tr> <tr> <td>Fall 2009</td> <td style="text-align: center;">450</td> <td></td> </tr> <tr> <td>Fall 2010</td> <td style="text-align: center;">500</td> <td></td> </tr> </tbody> </table>		<u>Target</u>	<u>Actual</u>	Fall 2006	300	357	Fall 2007	350	372	Fall 2008	400	494	Fall 2009	450		Fall 2010	500	
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Implement an international student data system integrated with Banner capable of automated SEVIS data reporting.	Done																				
Develop a new data system for enrollment management. Publish statistics on international student trends at MSU each year.	Done																				
Strengthen communication and information to support the graduate admissions process, including credential evaluation. Develop with Graduate Studies an on-line application tracking system (including an on-line status check for applicants).	Initiated																				
Secure expanded ESL facilities (classrooms & offices) for the A.C.E. Language Institute.	Advanced/partially completed																				
Design "global community" interest floors for residence halls for international students and other students who want a multi-national living environment.	Deferred																				
Position MSU to be more competitive in the global higher education marketplace.	Conduct MSU marketing initiative based on new Carnegie status as a leading research university designed to reach key stakeholders in foreign educational markets.	Advanced																			
	Establish an MSU Offshore Initiatives Committee to explore options to increase international student enrollments through twinning, dual degree, transnational education and other such programs.	Deferred																			
Strengthen the role of academic colleges and departments in international	Survey academic colleges and departments regarding their interests, needs, and concerns regarding enrolling more international students.	Done																			

¹ Includes degree seeking undergraduate and graduate students, ESL students conditionally admitted to MSU, and exchange students. (Does not include students on "optional practical training" still sponsored by MSU for visa purposes).

student recruitment.	Increase OIP outreach to academic departments through presentations on recruitment strategies, and opportunities, market trends, international credentials, etc.	In process	
	Create incentives in college “reallocation” system which recognize investments in international recruitment.	Done	
	Remove disincentives for departments to offer GTA/GRA awards to international applicants by increasing tuition waivers.	Done	
Increase applications from international students and enrollment yield from applications.	Conduct a review of the international recruitment program by a leading external international recruitment expert.	Done	
	Develop better market research program to identify competitive market niches for MSU.	In process	
	Review scholarship/assistantship opportunities for international students to maximize MSU competitiveness.	In process	
	Expand the network of MSU educational advising agencies in key countries from 25 to 50.	Done	
	Cultivate additional partnerships with foreign student scholarship sponsors.	In process	
	Continue to build articulation agreements and relationships with two-year institutions both in the U.S. and abroad, and implement first year incentive scholarships for international transfer students.	Deferred	
Increase international retention rates.	Conduct an a detailed analysis of international student retention rates at MSU.	Deferred	
	Survey international student body for information on satisfaction with MSU.	Deferred	
	Develop exit survey for students who transfer to another U.S. institution.	Deferred	
	Maximize retention scholarships to prevent international students from leaving MSU due to cost factors.	In process	
II. Faculty and Staff			
<i>D. Faculty and staff will have increased access to professional development programs and international exchanges. For faculty this will include sabbaticals, BEST awards, and short professional leaves. About ten percent of eligible faculty currently participates in one of these programs. We plan to double that participation to 20%.</i>			
Sub-Goal	Strategy	Status	Benchmark

Increase faculty awareness about international professional development opportunities and encourage colleges and department to support their participation in them.	Develop a comprehensive data base of international opportunities experiences for faculty and staff on the OIP website.	Deferred	At least twenty percent of the MSU faculty will have participated in an international professional development program or exchange program over the period between '06 to '11.
	Create a portal for MSU faculty with interests in international activities.	Deferred	
	Communicate to department heads and in each academic college the available opportunities for international professional development specific to the college and/or department.	Deferred	Measurable growth when comparing past years, starting with AY 07-08
Increase participation in the Fulbright Program.	Implement a Fulbright Program incentive package to increase faculty applications for Fulbright Scholar Fellowships.	Deferred	At least 15 MSU Bozeman faculty members will be awarded Fulbright Fellowships over the five year period between '07 to '11
	Increase OIP outreach regarding Fulbright opportunities, especially through faculty who have returned to campus from Fulbright experiences.	In process	An OIP web page spotlight for each participant, beginning AY 07-08
Increase faculty opportunities to participate in exchanges with MSU international partner institutions.	Develop a series of annual/bi-annual faculty led study abroad programs in cooperation with partner institutions.	In process	OIP provides guidelines in form of questions to be answered in planning a study abroad AY 07-08
	Survey international partner institutions to identify which institutions are interested in conducting faculty exchange or visiting lecturer activities.	Deferred	Assign design of instrument by AY 08-09 and implements survey in AY 09-10
	Provide financial options to use Faculty Short Term Development Leave Program awards in residence at MSU international partners.	Deferred	Change in policy by Spring 2011
	Encourage faculty and staff to visit MSU partner institutions when abroad by paying for additional expenses.	Deferred	
	Add faculty exchange opportunities with selected MSU partner institutions, including joint appointments and opportunities for research collaboration	In process (with Istanbul Technical University)	
	Increase the size of the OIP Faculty International Research and Program Development Fund to increase the number of awards to faculty.	Deferred	
Increase foreign language	Encourage faculty and staff to use tuition waivers to learn a	Deferred	

skills of MSU faculty and staff	second language Provide HR with a rationale of the benefits of a second language to share with staff.		
Increase international knowledge and competence of the MSU staff	Develop an annual program for staff including sack lunch seminars featuring international speakers, intercultural communication and culture shock workshops, OIP presentations during Round Table meetings, etc.	Deferred	
	Develop staff exchange opportunities within MSU international partnerships, including both short-term and long-term options.	Deferred	
	Increase content on OIP's webpage to assist staff in dealing with international students and scholars	In process	
	Encourage hiring international students within college and departmental offices	Deferred	
	Encourage staff to volunteer for the International Street Food Bazaar and other international events	In process	
Increase visibility of OIP and its services to the MSU staff	Provide an OIP booth at Catapalooza and other campus events attended by staff	Done	
	Utilize MSU News regularly to publicize OIP activities.	In process	
	<i>F. A growing proportion of the faculty will have a global perspective on their disciplines and will be active participants in the international development of their fields. The University will increasingly attract a strong and diverse faculty drawn from the best educators, scholars, and researchers throughout the world.</i>		
Sub-Goal	Strategy	Status	Benchmark
Increase proportion of the faculty that will have a global perspective of their discipline and will be an active participant in the international development of their fields	Encourage all departments to include demonstrated international experience and interests as at least as a desirable qualification in all faculty position announcements.	Deferred	Increase proportion of new faculty hires with international experience and perspectives.
	P&T requirements will include criteria of faculty publications in international journals related to their expertise.	Deferred	25 % of faculty in every college will belong to international academic associations in their area of specialty in order to publish by 2011.
	Encourage faculty applications to NSF PIRE and other	In process	

	competitions that support international research collaboration.		
Encourage faculty to develop new international courses and to enhance the international content of courses they already teach by provide support for development time and expenses.	Compile examples of international course syllabi to serve as templates.	Deferred	Visible web page to direct faculty (and students!) to international course syllabi.
Attract strong and diverse international faculty	Increase incentives for departments to hire international applicants for faculty positions by subsidizing costs of OIP providing visa application services.	Deferred	Increased application when comparing past years starting with AY 07-08.
	Increase international faculty exchanges with partner universities	In process	Increase in short term and/or sabbatical research collaboration.
III. Curriculum			
<i>E. Students will have increasing opportunities to participate in international experiences and participation in study abroad programs will increase from 198 (FY 2005) to 500. Additional opportunities will be offered for students to learn critical languages and study other cultures and global issues.</i>			
Sub-Goal	Strategy	Status	Benchmark
Participation in study abroad programs will increase from 198 (FY 2005) to 500.	Establish Provost's Study Abroad Fund to provide small travel scholarships designed to pay the differential between studying abroad and staying at MSU.	Deferred	The following intermediate benchmarks ² will be met or exceeded each academic year:

	Encourage development of a study abroad scholarship fund based on a student fee in the range of \$1-3/student/semester along the lines of a program originally established at the University of Texas.	Deferred	Fall 2006 250 Fall 2007 325 Fall 2008 400 Fall 2009 450 Fall 2010 500
	Implement “bring your passport” with you to MSU campaign to encourage new students to be thinking about study abroad.	Deferred	
	Increase the number of short-term faculty led study abroad programs, focusing on topics and locations in high demand and able to attract large student cohorts.	In process	
Increase funding for study abroad staffing and operations	Establish a position of Director of Study Abroad to focus on expansion of study abroad, outreach to campus academic units, and manage providing services for expanded number of study abroad students.	In process	
	Add additional study abroad advisor position to OIP to handle additional workload of increased student numbers.	Deferred	
	Develop a data base for managing study abroad enrollments and record keeping	In process	
	Establish a comprehensive study abroad center in a central campus location	Deferred	
Create additional opportunities for learning critical languages* *Major world languages of strategic importance to business, trade, U.S. security, including, at a minimum languages currently taught at MSU and Mandarin Chinese	Expand Arabic language offerings to include at least second year Modern Standard Arabic, hiring a Modern Language Department faculty member in Arabic, who would teach part time in the US Arabic Language Distance Learning Network administered by OIP.	In process	
	Add Mandarin Chinese as part of development of East Asian Studies Program. Hire faculty in Modern Languages and create a network parallel to the Arabic language network for Chinese	In process	
	Submit proposal to Department of Education Foreign Language and International Studies Program to assist establishing Chinese program	Done	
Create additional opportunities for students to study other cultures and global issues	Encourage all MSU academic colleges to develop an internationalization plan if one is not already in place which addresses ways to increase learning opportunities regarding other cultures and global issues.	In process	Conduct survey of academic units to determine benchmarks for growth.
	Review CORE 2.0 diversity requirement and/or add	Deferred	

	international/global requirement.		
	Enhance the Global Studies Minor through a Capstone Seminar taught at least once per year.	Deferred	
	Implement proposed expansion of Japanese Studies Program to East Asian Studies Program.	In process	
	Establish a curricular development fund to provide support for enhancing other culture, global issues content to course offerings.	Deferred	
V. Partnerships and Outreach			
J. MSU will develop expanded international partnerships in key countries and regions in order to provide study abroad and exchange opportunities for students and faculty, to increase international diversity on the MSU campus, and to promote international research collaboration.			
Sub-Goal	Strategy		Benchmark
Expand international partnerships in key countries and regions, including China, the Indian Subcontinent, Latin America, and the Middle East/North Africa.	Identify priority regions and countries based on an analysis of MSU needs and interests and global trends	Deferred	
	Identify “Flagship Partnerships” which include faculty and/or staff exchanges and research collaboration.	Deferred	
	Develop a comprehensive, campus-wide database of all international partnerships.	Deferred	
	Develop a protocol and schedule for evaluating current and future study abroad and exchange agreements to ensure they remain vibrant & effective.	In process	