International Vision and Strategic Action Plan:
Draft: Feb. 10, 2011

An International Vision for St. Cloud State University

SCSU will be recognized as the most innovative comprehensive university for international education. Our faculty will be sought as experts in international education and regularly receive federal and foundation international research grants. The international opportunities provided by SCSU will be a major factor in recruiting students, faculty and staff. Our new students will understand that an international experience is a critical part of the SCSU experience. International businesses and organizations will actively recruit our graduates.

In order to more fully develop and institutionalize SCSU’s commitment to international programs, the International Vision and Action Plan is organized around five elements that are essential to developing our strategic niche in international education and to institutionalize a more comprehensive, university-wide effort:

- student experience
- campus environment
- international strategic partnerships
- regional community outreach, and
- international brand development

ELEMENT 1: STUDENT EXPERIENCE

St. Cloud State University will provide a transformative educational experience for all our students. Our students both international and domestic will leave SCSU prepared to be global citizens – at home, at work and in their community. They will have an understanding of the interdependence of their world and have the skills to recognize and be comfortable in various environments Students will develop both an understanding of the interdependence of their well-being and the well-being of people around the world and understand the international dimension of their disciplinary field.

Goal 1: Increase intercultural competence in all SCSU students

Recommendations:

- Develop a process to create and identify internationally focused courses within each Goal Area of the Liberal Education Program.
- Develop a process to review and recommend integration of intercultural content in courses, programs, and activities:
  - Develop and adopt global and intercultural competence institutional learning outcomes and assessment plans (with assessment tool on intercultural competence for entering US freshmen and graduating seniors.);
  - Build library resources needed to conduct workshops, activities, and educational opportunities;
Add an international experience component to the student research colloquium; and

- Develop programs for sharing international experiences with the campus community (i.e. refereed publications) and recognizing leaders in international activity.
- Require all majors to include one course with an international focus and all courses to have at least one international learning outcome.
- Develop curriculum that incorporates international standards, codes and regulations that will enable SCSU students graduating from professional programs to be able to practice internationally.

- Develop an intercultural competence minor with courses from multiple departments that can become a minor for BA program students.
- Create credentials and/or recognition programs that allow students to document their international experience and competency

**Goal 2: Expand recruitment of international students to include students from all world regions**

**Recommendations:**

- Develop an international recruitment and enrollment management plan for undergraduate and graduate students that clearly reflect and support the overall enrollment strategy for the university.
- Develop relationships with international educational missions located in the US in order to increase the number of fully funded international graduate and undergraduate students enrolled at SCSU.
- Develop with our international partners, major-specific 2 + 2 programs distributed among colleges, as well as 3 + 2 and dual degree programs at the graduate level where appropriate.
- Develop with our international partners 2 + 2 foreign language programs where SCSU students take their first two years of a foreign language at SCSU and complete two years of foreign language courses at our international partner institutions.
- Maintain the size of IEC at the currently projected 260 students per year.
- Develop mechanisms for data collection and outreach to international alumni.
- Develop a pilot international executive training program for India and China in the areas of public health, communication studies, engineering, information systems, and/or nursing.

**Goal 3: Expand and promote opportunities for students to participate in experiential learning activities which have an intercultural focus**

**Recommendations:**

- Complete a comprehensive overview of SCSU’s strategic international partners, including current language offerings at both the sending and receiving institutions, and:
  - Develop an inventory of geographic, cultural and language regions that are currently underserved by our programs.
  - Identify the needs and levels of language acquisition desired from sending institutions/programs.
Develop preparation acquisition program.

- Develop partnerships with sending and receiving institutions for further intensive language preparation that encompasses both preparation at SCSU as well as at the receiving institution or program.
- Best align University and MnSCU admissions policies, assessment of language/cultural skills acquisition that reflect our international vision, and clearly articulated student, faculty and program expectations to support curricular internationalization.
- Develop sustainable funding sources to support student education abroad experiences.
- Build on short-term education abroad programs that have focused on students of color and expand scholarship support to encourage participation of all underrepresented students.
- Develop a collaborative framework to create, maintain and successfully manage education abroad opportunities that have historically recruited students of color and to encourage new students of color, faculty and staff to participate.
- Align language and education abroad requirements in internationally focused programs with the strategic goals of the University.
- Encourage majors to include education abroad options within their degree program and clearly communicate these options to students.
- Develop roster of education abroad opportunities including homegrown and accredited third party programs and publicize these opportunities.
- Increase fundraising for student scholarships and the availability of institutional grants to support education abroad programs, internships and service learning.
- Develop mechanism to collect data on student interest in education abroad
- Develop education abroad programs for specific student interests (i.e. Honors)
- Develop affinity and alumni groups for students who have or are interested in participating in specific education abroad opportunities
- Increase access to international job opportunities
- Develop process for approving and documenting international internships
- Identify the intercultural learning and technical components needed prior to education abroad and develop a framework for ensuring their delivery
- Require participants in non-English speaking education abroad programs to complete immersion/survival language courses
- Develop a position on language requirements and develop strategies for sustainability
- Require departments to map the best time for their majors to participate in education abroad programs
- Develop summer pre-college language and culture programs that focus on the languages used in countries of our international partners.
- Create a communication and marketing plan targeted at parents to educate them about the value of education abroad.
- Develop a program for parents that provides an opportunity to visit long-term education abroad locations during the time their students are attending.
Goal 4: Develop process to review and recommend integration of intercultural content in courses and programs

Recommendations:
- Expand and promote opportunities for students to participate in experiential learning activities which have an intercultural focus
- Develop a strategy and plan for increasing student interest in participating in cultural activities on campus as well as intercultural learning opportunities for all member-groups of campus community.
- Use service learning activities either related to student majors or across student majors with both international and Minnesota students to encourage their interaction outside of class and in outcome oriented activities.
- Incorporate new forms of experiencing and learning about the places from which our international students come, including semesters (or years) dedicated to different countries/societies, and encouraging extra-credit for participation and attendance at such events into Liberal Education courses.

ELEMENT 2: CAMPUS ENVIRONMENT

SCSU will be a model multi-cultural and international campus and workplace. All faculty, staff, and administration will be actively engaged in our global campus community, mutual understanding will be part of our campus culture, and our international students, faculty and staff will be fully integrated into our community

Goal 5: Develop employee interest in and capacity for international education

Recommendations:
- Increase international education opportunities for faculty and staff and develop program for sharing their experiences upon their return
  - Expand use of professional development funds for participation in international experiences, with opportunity for matching grants
  - Expand faculty and staff exchange programs and actively promote opportunities
  - Develop faculty/staff enrichment workshops to encourage integration of international experiences into the curriculum
  - Expand programs and activities that support faculty and staff international experiences, such as US Government funded programs, research abroad, faculty exchanges, topical seminars for groups of faculty at strategic partner institutions, and hosting visiting scholars from foreign universities.
- Develop mechanisms by which staff can begin to develop and continually build their intercultural competence skills and abilities through international and on-campus programs and activities, including access to intensive language opportunities.

Goal 6: Enhance the use of international professors funded by grant programs
Recommendation:
  - Enhance the role of SCSU as a host institution for USG programs

Goal 7: Ensure structures and resources dedicated to international activity can support our vision

Recommendations:
- Address the role of international experiences and activities in the promotion and tenure process for faculty.
- Develop recruitment and hiring policies and practices that are consistent with and support our comprehensive internationalization vision by attracting faculty and staff with international experiences that will enhance our intercultural campus environment.
- Develop standard mechanisms for collecting data on faculty international experiences.
- Include involvement and support of international activities in PDP/PDR process and staff evaluation process.
- Create professional development for supervisors and department chairs on supporting international experiences for faculty and staff.
- Embed international experience/focus in faculty and staff orientation program.
- Enhance the use of international professors funded by grant programs.
- Create a strategic international investment fund to support new and ongoing international activities.
  - Expand supplemental funding (grants, projects, programs) to enhance core CIS funding and seek external resources (public and private) to support strategic international activities.
- Develop an institutional governance structure to oversee and coordinate international activities (International Advisory Council).
  - Create a process to monitor and selectively implement best practices in international education.
  - Develop a framework and process for approving international education programs and internships.
  - Establish bridges or synergies among colleges and internationalize those less engaged departments and programs.
  - Require all colleges to have strategic plans for internationalization that support SCSU’s priorities.
- Develop a process to manage risk related to international activities and ensure compliance with campus and governmental policies.
- Develop training on compliance requirements and individual responsibilities for employees involved in international activities.
  - Create international crisis team and response plan.
  - Create crisis management handbook for education abroad directors.
  - Create and maintain an easily accessible and up-to-date directory of critical contacts at all host institutions.
- Redesign the CIS web portal to serve as a hub for international information and opportunities.
ELEMENT 3: INTERNATIONAL STRATEGIC PARTNERSHIPS

SCSU will have strong partnerships with selected universities in all regional areas of the globe which promote the strategic interests of SCSU, the research interests of our faculty, and provide SCSU students with comprehensive education abroad opportunities. Our international partners will see SCSU as an important educational resource for their students, faculty, and staff.

Goal 8: Expand the number and quality of international strategic partnerships to include all regions of the world

Recommendations:
- Develop an institutional governance structure (International Advisory Council) for identifying, creating, and sustaining international strategic partners
- Dedicate funding and process for allocation to build and sustain partnerships
- Identify a college level liaison for international activity with Deans Advisory Council attendance
- Expand international agreements, with a focus on 2+2 and 3+1, as well as
- Explore consortia relationships (like MUCIA)

Goal 9: Deepen connections with existing partners

Recommendations:
- Develop communication process that disseminates, allows for review, captures feedback and portrays complexity of strategic partnership to the International Advisory Council
- Create and maintain affinity groups related to international strategic partners focused on region and/or discipline
- Establish a bi-national steering committee for established strategic partnerships
- Create process and criteria for establishing and evaluating international partnerships, including return on investment, compatibility of interests, and capabilities
- Identify and populate a project management application that allows file sharing, communication, message boards, and multi-campus users to improve communication between SCSU and strategic partners
- Create annual report on progress and achievements for community, partners, and other stakeholders

ELEMENT 4: REGIONAL COMMUNITY OUTREACH

SCSU will be a resource for regional businesses that operate internationally or intend future international engagement or operations. We will have the ability to leverage our international partnerships to the benefit of our regional economy. SCSU’s international expertise will make the St. Cloud region a more attractive choice for non-entry level businesses and high technology and management firms with global concerns.

Goal 10: Extend the service mission of the university into the global arena

Recommendations:
• Develop a program to place international students in local service learning projects and/or internships
• Expand international student outreach to other types of educational institutions to expand culture sharing
• Develop a program that links international students to businesses in need of translation services or cultural knowledge as part of the cultural sharing scholarship

Goal 11: Become a respected resource for local businesses and organizations regarding international activities

Recommendations:
• Develop communication and marketing program to promote SCSU international expertise
• Create a catalog of areas of expertise or specializations related to international that can be accessed by the community
• Document existing community partnerships and activities involving international activities
• Identify a framework for organizing the university’s expertise and experience (geographic, activity, etc.)
• Assess potential regional needs and match to our capacity
• Develop an executive leadership program in developing international competence
• In partnership with local business organizations, create a speaker series on expanding international business activities
• Leverage the placement of the Minnesota International Trade Office within the SCSU Welcome Center
• Develop relationships with referral organizations (art, education, business, etc.)

Goal 12: Become the recognized leader in international education

Recommendations:
• Create an international education summer institute as a professional development opportunity for other institutions
• Develop and expand faculty and staff international enrichment and compliance requirements and responsibilities workshops to all interested MnSCU employees.
• Expand capacity to serve as an international education “hub” for students at other MnSCU institutions.