

KENNESAW STATE UNIVERSITY

STRATEGIC PLAN FOR INTERNATIONALIZATION

2014-2017



DEVELOPED BY THE KENNESAW STATE UNIVERSITY
FACULTY COMMITTEE ON GLOBAL ENGAGEMENT

Dr. Lance R. Askildson (Ex-Officio Chair)
Institute for Global Initiatives

Dr. Sandra Bryan (Faculty Liaison)
Bagwell College of Education

Dr. Pamila Dembla (Faculty Liaison)
Coles College of Business

Ms. Dawyn Dumas (Ex-Officio Staff)
Division of Student Services

Dr. Karen Robinson (Faculty Liaison)
College of the Arts

Dr. Jun Ji (Faculty Liaison)
College of Science & Mathematics

Dr. Daniel Paracka (Ex-Officio Faculty)
Institute for Global Initiatives

Dr. Ardith Peters (Faculty Liaison)
Wellstar College of Health & Human Services

Dr. Terry Powis (Faculty Liaison)
College of Humanities & Social Sciences

Dr. Tom Pusateri (Faculty Liaison)
Center for Excellence in Teaching & Learning

Mr. David Schmidt (Faculty Liaison)
University College

Ms. Iyonka Strawn-Valcy (Ex-Officio Staff)
Institute for Global Initiatives

KENNESAW STATE UNIVERSITY
STRATEGIC PLAN FOR INTERNATIONALIZATION
2014-2017



International Vision Statement

Kennesaw State University will be an internationally prominent leader in innovative global engagement.

International Mission Statement

Kennesaw State University is committed to developing international, intercultural, and interdisciplinary competencies. The university sustains these competencies through innovative curriculum, partnerships, research, creative activity, and community engagement.

Preamble to the Strategic Plan

The Strategic Plan for Internationalization was developed by the Faculty Committee for Global Engagement to prioritize selective investment in high-impact areas of internationalization. This plan is intended to focus internationalization activity at Kennesaw State University by promoting deliberate and strategic decision-making among all institutional stakeholders. It provides a set of thematic goals and measurable objectives for advancing the international vision and mission of Kennesaw State University via documented outcomes and benchmarks.

The Strategic Plan for Internationalization is intended to guide internationalization activity for the entire Kennesaw State University community and therefore builds directly upon the broader goals and objectives of the Kennesaw State University Strategic Plan. While the Institute for Global Initiatives plays an important leadership role in implementing the Strategic Plan for Internationalization, it also supports and shares this leadership role for internationalization with the academic colleges, departments and related international offices at Kennesaw State University.

The Strategic Plan for Internationalization is intended to guide international initiatives abroad, but it is also intended to increase local opportunities for global engagement on the Kennesaw State University campus and throughout the State of Georgia. Indeed, the plan conceives of internationalization and multiculturalism as two sides of the same coin and aims to promote these perspectives through both local and global opportunities for teaching, learning, scholarship and service.

GOAL 1: EDUCATION ABROAD & EXCHANGE

Provide innovation and leadership in education abroad to increase student participation through improved program quality, variety, credentialing and opportunities for multicultural learning. (Corresponds to KSU Goals 1 and 2)

- **Objective 1:** Increase the number and disciplinary variety of students participating in education abroad programs overall (Corresponds to KSU Goal 4, Objective 2 and 3)
 - **Metric 1:** Number and disciplinary variety of students participating in education abroad programs
 - **Metric 2:** Rankings by the Institute for International Education for the number and nature of students who participate in credit-bearing study abroad programs each year
 - **Metric 3:** Total funding allocated for education abroad programming
 - **Metric 4:** Average cost per student per program for each format of education abroad programming
 - **Metric 5:** Number and academic profiles of students participating in education abroad programs within each college
 - **Example Initiative(s):** Developing targeted advertising/promotion of education abroad opportunities for students enrolled in Colleges with low levels of education abroad participation; increasing the number and variety of low-cost options for education abroad opportunities.

- **Objective 2:** Increase the variety of education abroad and exchange programs to include more international internships/practicums, community learning opportunities and alternatives to faculty-led program formats in order to facilitate multicultural learning. (Corresponds to KSU Goal 1, Objective 2 and Goal 2, Objective 4)
 - **Metric 1:** Number of new internship, service-learning and non-faculty-led programs, respectively
 - **Metric 2:** Evaluations of student learning in different education abroad program formats
 - **Metric 3:** Institutional peer review and/or feedback on the variety and formats of education abroad programming
 - **Example Initiative(s):** Working with Atlanta-based international NGO's to develop opportunities for individual and/or small cohorts of students to engage in directed study and/or internships under the supervision of local NGO staff abroad.

- **Objective 3:** Improve quality of education abroad by developing formal assessment and evaluation mechanisms alongside recommendations for improving outcomes. (Corresponds to KSU Goal 2, Objective 3 and 4)

- **Metric 1:** Faculty Review Committee evaluations of program quality during program approval process
 - **Metric 2:** Feedback on overall program quality and academic learning outcomes specifically
 - **Metric 3:** Faculty Review Committee evaluations of education abroad program quality
 - **Example Initiative(s):** Developing an independent online survey to administer to students, faculty and international partners after every education abroad program; Gathering and evaluating course materials produced by students during education abroad.
- **Objective 4:** Support targeted and sustainable international partnerships and exchanges that advance education abroad program opportunities and formats according to student needs (Corresponds to KSU Goal 3, Objective 1 and 3)
 - **Metric 1:** Number and nature of active and sustainable international partnership agreements that support education abroad programming
 - **Metric 2:** Evaluative feedback on international partnerships for education abroad
 - **Example Initiative(s):** Leveraging international partnerships – such as Soka University in Japan and the Kofi Annan Center in Ghana – to develop new education abroad formats in which local faculty at these international partner institutions lead programs for KSU students on behalf of KSU and/or in cooperation with KSU faculty.
- **Objective 5:** Increase the number and disciplinary variety of student applicants and recipients of Global Engagement Certification (Corresponds to KSU Goal 4, Objective 2 and 3)
 - **Metric 1:** Number and profiles of students applying for and receiving Global Engagement Certification
 - **Metric 2:** Number and profiles of students who have completed the education abroad requirement for Global Engagement Certification but who have not pursued certification
 - **Example Initiative(s):** Working directly with deans and department chairs – especially in low-applicant colleges – to promote Global Engagement Certification generally and alternative paths to Global Engagement Certification via local community engagement specifically.

GOAL 2: INTERNATIONAL RESEARCH & COLLABORATION

Provide innovation and leadership to support international research, scholarly and creative activity through targeted and sustainable international partnerships and collaborations. (Corresponds to KSU Goals 1 and 3)

- **Objective 1:** Facilitate targeted and sustainable international partnerships and collaborations that advance faculty and student research, scholarly and creative activity in significant ways. (Corresponds to KSU Goal 1, Objective 2)

- **Metric 1:** Total number and length of active and sustainable international partnership agreements that support faculty, graduate student and undergraduate student research, scholarly and creative activity, respectively
 - **Metric 2:** Number and profiles of faculty and students engaged in international partnerships or collaborations that advance their research, scholarly and creative activity
 - **Metric 3:** Total number and profiles of international visiting scholars who engage in research, scholarly and creative activity with local faculty at Kennesaw State University
 - **Metric 4:** Total amount of internal funding in direct support of international partnerships that advance research, scholarly and creative activity
 - **Metric 5:** Total number and nature of grants and external funding dollars in direct support of international partnerships that advance research, scholarly and creative activity
 - **Example Initiative(s):** Applying for grant seed funding to leverage KSU's international partnership with the University of Liberia and local NGO's to develop opportunities for faculty and graduate students to conduct training and field research in international conflict management, nursing and research methodology.
- **Objective 2:** Promote local faculty and student research, scholarly and creative activity that is international in focus, design or scope (Corresponds to Goal 1, Objective 2 and 3, Goal 5, Objective 3)
 - **Metric 1:** Number and profiles of faculty who tag their research, scholarly and creative activity as 'Global Engagement' within the 'Digital Measures' portfolio system
 - **Metric 2:** Feedback on institutional support for international research, scholarly and creative activity
 - **Metric 3:** Total amount of internal funding in direct support of international research, scholarly and creative activity
 - **Metric 4:** Number and nature of grants and external funding dollars in direct support of international research, scholarly and creative activity
 - **Example Initiative(s):** Coordinating and implementing grant funding proposals in support of international research and scholarly initiatives via the new Grant Strategy Specialist within the Institute for Global Initiatives.
- **Objective 3:** Support faculty and student research, scholarly and creative activity that significantly contributes to the internationalization of the local Kennesaw State University community (Corresponds to KSU Goal 5, Objective 3)
 - **Metric 1:** Number and significance of KSU publications and creative work in direct support of internal internationalization efforts

- **Metric 2:** Total amount of internal funding in direct support of international research, scholarly and creative activity that contributes directly to the internationalization of the local Kennesaw State University community
- **Metric 3:** Number and nature of grants and external funding dollars in direct support of international research, scholarly and creative activity that contributes directly to the internationalization of the local Kennesaw State University community
- **Example Initiative(s):** Offering targeted grant funding via the Strategic Internationalization Grants (SIG) Initiative to support international research conferences, performances and research projects among faculty and students.

GOAL 3: INTERNATIONALIZING THE CURRICULUM

Provide innovation and leadership in the promotion of international, intercultural and interdisciplinary competency within academic curricula. (Corresponds to KSU Goals 1, 2 and 4)

- **Objective 1:** Develop internationally focused instructional materials, coursework and/or degree programs to support international, intercultural and interdisciplinary competency within all colleges at Kennesaw State University (Corresponds to KSU Goal 2, Objective 3 and Goal 4, Objective 3)
 - **Metric 1:** Number and impact of educational materials developed through new and existing internationalization initiatives (Year of the Country Program, CAADS, Education Abroad course material and pre-/post-study content, etc.)
 - **Metric 2:** Number and impact of new courses or degree programs emphasizing specific international, intercultural and interdisciplinary competencies
 - **Metric 3:** Number and nature of students and programs impacted by internationally focused instructional materials and/or coursework
 - **Metric 4:** Intercultural sensitivity gains demonstrated by students through instruments such as the Global Perspectives Inventory, Intercultural Development Index, etc.
 - **Example Initiative(s):** Developing pre-departure coursework for students preparing to study abroad; developing instructional materials focused on intercultural competency and area studies (e.g. ‘Year of’ lectures, Teaching Africa workshop, etc.) to be integrated into a wide array of coursework.
- **Objective 2:** Facilitate educational lectures, workshops and discussions for students, faculty and staff when Kennesaw State University hosts distinguished international visitors. (Corresponds to KSU Goal 3, Objective 1, 2 , 3 and 4)
 - **Metric 1:** Number and nature of international visitors (scholars, diplomats, public figures, etc.) and corresponding opportunities for students and faculty to interact with these visitors

- **Metric 2:** Number of students, faculty and staff who participate in international visitor engagement opportunities
 - **Metric 3:** Feedback on impact of these visits and educational activities for students, faculty and broader university community
 - **Metric 4:** Feedback from international visitors on the impact of their educational activities
 - **Example Initiative(s):** Developing the International Visitors Bureau within the Institute for Global Initiatives to facilitate broad access to distinguished international visitors to campus through a standardized process.
- **Objective 3:** Promote Kennesaw State University's international faculty and students as valuable contributors to the internationalization of the campus curriculum through classroom and co-curricular discussions.
 - **Metric 1:** Feedback from international students and faculty on campus climate and curricular engagement in international discussions
 - **Metric 2:** Feedback from domestic student body on attitudes towards international faculty and students' contributions to campus internationalization
 - **Metric 3:** Number and disciplinary nature of international faculty and students participating in co-curricular internationalization activities/events each year
 - **Example Initiative(s):** Developing a workshop to help international faculty to effectively incorporate their own multicultural, multinational and/or multilingual perspectives into their teaching and facilitation of student discussions.

GOAL 4: GLOBAL COMMUNITY ENGAGEMENT

Provide innovation and leadership to increase multicultural, multinational and multilingual engagement through increased opportunities for global-to-local and local-to-global community engagement (Corresponds to KSU Goal 3)

- **Objective 1:** Support reciprocal and meaningful community engagement and/or service-learning opportunities as a component of all study abroad programs and technology-mediated cultural exchanges, as appropriate. (Corresponds to KSU Goal 3, Objective 1 and 3)
 - **Metric 1:** Number and nature of education abroad programs with an explicit community engagement component
 - **Metric 2:** Number and profiles of students participating in education abroad programs with an explicit community engagement component
 - **Metric 3:** Feedback and impact analysis from students, faculty and community partners

- **Metric 4:** Number and profiles of participants in technology-mediated community engagement and exchange (e.g. Soliya)
- **Example Initiative(s):** Creating a template and resource materials to help faculty and program administrators to develop meaningful and equitable opportunities for community engagement and service learning during education abroad programs.
- **Objective 2:** Support community engagement with local international community organizations as an alternative path to education abroad for ‘Global Engagement Certification.’ (Corresponds to KSU Goal 3, Objective 4)
 - **Metric 1:** Changes made to the ‘Global Engagement Certification’ criteria
 - **Metric 2:** Number and profiles of students who take advantage of the alternative community engagement path to ‘Global Engagement Certification’
 - **Metric 3:** Feedback and impact analysis from students and local community partners
 - **Example Initiative(s):** Working collaboratively with the Engaged KSU Initiative to cultivate a list of contacts and structured opportunities for students to engage in service-learning with local international community organizations.
- **Objective 3:** Promote community outreach to share Kennesaw State University’s globally-focused learning activities to the local community (Corresponds to KSU Goal 3, Objective 1)
 - **Metric 1:** Number and profiles of external attendees/participants at international workshops, lectures, programs and events (e.g. ‘Year of’ lectures/events, CAADS workshops, etc.)
 - **Metric 2:** Number and nature of international events/activities that provide explicit outreach to local community stakeholders
 - **Metric 3:** Feedback and impact analysis from students and local community partners
 - **Example Initiative(s):** Hosting annualized events with the ‘Year of’ program that specifically target members of the local community
- **Objective 4:** Increase interaction and collaboration with the Atlanta consular corps and local international business contacts (Corresponds to KSU Goal 3, Objective 1)
 - **Metric 1:** Number and nature of visits by consuls general and consular staff to the KSU campus each year
 - **Metric 2:** Number and nature of KSU sponsored international visits/events involving members the Atlanta consular corps and local international business contacts
 - **Example Initiative(s):** Engaging consuls general and local international businesses in the annual ‘Year of the Country’ program; partnering with the Atlanta consular corps or

members of the international business community to offer joint-programs for community outreach and engagement

GOAL 5: INTERNATIONAL STUDENT RECRUITMENT & SUPPORT

Provide innovation and leadership to increase recruitment, exchange and support for international students before, during and after matriculation. (Corresponds to KSU Goals 2 and 4)

- **Objective 1:** Support strategically targeted international student recruitment in close collaboration with college deans and the Office of Enrollment Services (Corresponds to KSU Goal 4, Objective 3)
 - **Metric 1:** Total number and profiles of international students recruited each year
 - **Metric 2:** Number and nature of articulated agreements for international student matriculation (2+2 agreements) and Number and nature of participating students
 - **Metric 3:** Feedback from pre- and post-matriculation international students
 - **Example Initiative(s):** Developing a international student recruitment website and promotional video in consultation with Enrollment Services; cost-share funding for international recruitment trips to targeted countries and student demographics.

- **Objective 2:** Promote academic and acculturation support for international students before, during and after matriculation (Corresponds to KSU Goal 2, Objectives 3 and 4)
 - **Metric 1:** Feedback from pre- and post-matriculation international students and their faculty
 - **Metric 2:** Total funding allocated to international student academic and cultural support
 - **Metric 3:** Number and profiles of international students participating in targeted support programs, activities or events (e.g. intl student tutoring, intl student clubs, ESL workshops, etc.)
 - **Example Initiative(s):** Developing an ‘academic bridge’ program for students in the Intensive English Program and/or the Continued Education ESL Program to successfully transition into matriculated coursework at KSU

- **Objective 3:** Support coordination among Kennesaw State University offices that are directly involved in international student recruitment and/or support (Global Admissions, Intensive English Program, ESL Study Center, Intl Student Retention Services, etc.) (Corresponds to KSU Goal 2, Objective 3 and Goal 4, Objective 1)
 - **Metric 1:** External review of organizational structures in support of international student recruitment and support

- **Metric 2:** Feedback from international students and international student stakeholders in relevant offices
- **Metric 3:** Organizational changes made to improve coordination among these offices
- **Metric 4:** Number and time allocation of international students involved in local community service activities
- **Example Initiative(s):** Developing a more cohesive international student support task force/office to coordinate all international student initiatives across campus

GOAL 6: STRATEGIC PROFILE RAISING

Provide innovation and leadership to increase the international profile of Kennesaw State University by recognizing and promoting international accomplishments and cultivating new resources to sustain future campus internationalization activities. (Corresponds to KSU Goal 3)

- **Objective 1:** Support profile raising initiatives/events that directly advance one or more other strategic priorities for campus internationalization and build upon existing programs with a reputation for distinction and excellence (Corresponds to KSU Goal 3, Objective 2)
 - **Metric 1:** Number and nature of public events and associated media coverage annually
 - **Metric 2:** Feedback from participants at public events
 - **Metric 3:** Impact measures (e.g. increases in web traffic, inquiries, enrollment, etc.) for relevant programs/initiatives and the university as a whole
 - **Metric 4:** Feedback from institutional peers to assess profile raising impact in targeted (programmatic) areas
 - **Example Initiative(s):** Developing and hosting a public conference (on or off-campus) on an area of academic excellence for KSU, such as STEM Education.
- **Objective 2:** Appropriately recognize and support student, faculty and staff accomplishments that advance the Kennesaw State University strategic plan for internationalization (Corresponds to KSU Goal 3, Objective 4)
 - **Metric 1:** Number and nature of formal recognitions of KSU faculty, staff and students each year
 - **Metric 2:** Number and nature of public recognitions (via public forums, print or digital media) of KSU faculty, staff and/or students each year
 - **Metric 3:** Feedback from the campus community
 - **Example Initiative(s):** Creating an annual awards event to formally recognize international activity and contributions to the strategic plan for internationalization by KSU faculty, staff and students.

GOAL 7: ACCOUNTABILITY & SUSTAINABILITY

Provide innovation and leadership to ensure accountability and tracking of current internationalization activities while entrepreneurially cultivating new resources to sustain future campus internationalization activities. (Corresponds to KSU Goal 5)

- **Objective 1:** Develop new and additional internal controls to ensure that resources for internationalization are allocated in a transparent and strategically impactful manner. (Corresponds to KSU Goal 5, Objective 2)
 - **Metric 1:** Return on investment analysis/ratio for allocation of financial resources
 - **Metric 2:** Audit of internal fiscal controls for funding of internationalization activities
 - **Metric 3:** Feedback from faculty stakeholders on the process and protocols intended to ensure transparency and strategic impact for resource allocations
 - **Example Initiative(s):** Publishing an annual account of internationalization resource allocations and outcomes in the Institute for Global Initiatives 'Annual Report' to provide greater transparency and evidence of impact

- **Objective 2:** Develop new metrics and data collection tools to track, assess and evaluate the outcomes associated with individual internationalization activities. (Corresponds to KSU Goal 5, Objective 2)
 - **Metric 1:** Number and scope of metrics to monitor quality assurance and impact of internationalization activities
 - **Metric 2:** Feedback from campus community on impact and quality assurance measures
 - **Example Initiative(s):** Conducting annual or bi-annual assessment and evaluation of longitudinal internationalization initiatives to inform decision making as it relates to future activities and/or resource allocations

- **Objective 3:** Cultivate new fiscal models for sustaining existing and future international activity that directly advance one or more other strategic priorities for campus internationalization (Corresponds to KSU Goal 5, Objective 3)
 - **Metric 1:** Total amount of external funding raised for internationalization activities
 - **Metric 2:** Feedback from external advisory board on external fundraising
 - **Example Initiative(s):** Developing a summer program to host international students at KSU to raise funds to subsidize international programming for KSU students.