

International and Border Programs *Strategic Plan, 2014-2020* *May, 2014*



It has been my distinct pleasure to serve on the International and Border Programs team since July of 2012. The team which I inherited is one of the best I have ever had the honor of working with. Over the past couple of years we have pursued the steady course of ensuring that IBP is a unit devoted to supporting the rest of the university, especially the colleges, and achieving its noble internationalization goals. We have been fortunate in securing some large contracts with the Government of Ecuador which has bought us some time, resources and legitimacy to pursue these priorities. Today, IBP is a fairly centralized academic support unit that includes the Office of Education Abroad, the Office of International Student and Scholar Services, the Confucius Institute, and the Center for English Language Programs.

This is a living document, the result of many individual meetings with the directors and staff in our various offices. It builds on the outstanding work of my predecessors, especially Dr. Everett Eggington, who wrote the last large strategic plan (2004-2009). Looking back at that plan, NMSU has made tremendous and consistent progress. We are confident that with this strong vision, and great team, NMSU will not only keep up with the rest of the nation in being a 21st Century university, it will soon be known as a national leader.

Cornell H. Menking, Ph.D.
Associate Provost for IBP

Vision and Mission

Global Vision

NMSU provides high quality opportunities for international learning, teaching, research and service worldwide and will be recognized nationally and internationally as the preeminent U.S. land grant institution focused on U.S.-Mexico border programs.

NMSU strives to establish a reputation as a university that graduates globally competent individuals who demonstrate cross-cultural communication skills and understanding; apply the core skills, theories and principles of their profession to the unique needs of the international community; demonstrate knowledge of at least one other country or region of the world; communicate in a foreign language at the advanced level; and possess a significant international academic or work experience.

Mission Statement

The mission of the Office International and Border Programs is to lead NMSU in the development, implementation and evaluation of policies, programs and services that incorporate an international dimension into the teaching, research and service functions of the university.

Eight Strategic Goals and Objectives

NMSU has a successful history of embracing global engagement dating back to the founding of its first international office in 1972. In building on that tradition, the Office of International & Border Programs (IBP) strives to take the university and the community closer to what is increasingly becoming known as “comprehensive internationalization”. NAFSA, the Association of International Educators, defines internationalization as follows:

Internationalization is the conscious effort to integrate and infuse international, intercultural, and global dimensions into the ethos and outcomes of postsecondary education. To be fully successful, it must involve active and responsible engagement of the academic community in global networks and partnerships.

NAFSA’s Contribution to Internationalization of Higher Education, 2008

In moving from conceptualization to implementation of internationalization, the following seven goals are being embraced by IBP:

1. Sustain comprehensive internationalization an integral part of the university's mission and strategic plan;
2. Promote greater involvement of all students in significant international education experiences;
3. Create and maintain a stimulating and supportive academic and cultural environment for international students and scholars;
4. Increase the international activity of faculty and professional staff;
5. Internationalize the curriculum;
6. Assure research and scholarship pertaining to international matters permeates disciplinary and interdisciplinary fields; and
7. Ensure international awareness is an integral part of appropriate outreach and extension activities.
8. Develop a self-sustainable financial model that simultaneously provides resources for the comprehensive internationalization goals laid out in goals 1-7.

1-7 Adapted from “Expanding the International Scope of Universities: A Strategic Vision Statement for Learning, Scholarship and Engagement in the New Century.” National Association of State Universities and Land-Grant Colleges. May, 2000.

International and Border Programs Detailed Strategic Plan

1. SUSTAIN AND INCREASE CAPACITY FOR COMPREHENSIVE INTERNATIONALIZATION AS AN INTEGRAL PART OF THE UNIVERSITY'S MISSION AND STRATEGIC PLAN;

- a. Strengthen and institutionalize the IBP Advisory Council to help legitimize and raise awareness of comprehensive internationalization.
- b. Use the IBP Advisory Council to adopt and begin implementation of a strategic plan for comprehensive internationalization.
- c. Secure adequate facilities for the effective functioning of the office
 - i. Develop a strategy to secure an IBP stand-alone facility by 2020.
- d. Encourage systematic college-level international strategic planning (e.g. form college-level international committees, work groups, etc.).
- e. Develop a global learning outcomes assessment plan that dovetails with IBP's strategic plan
- f. Continue to pursue and increase international contracts and entrepreneurial opportunities, ideally ones that offer opportunities to engage the various colleges in internationalization efforts (study, research, contracts, etc.).
- g. Receive a national award for recognition of NMSU's commitment to comprehensive internationalization by 2020, at the latest.

2. PROMOTE GREATER INVOLVEMENT OF ALL STUDENTS IN SIGNIFICANT INTERNATIONAL EDUCATION EXPERIENCES;

- a. Increase student and faculty involvement in education abroad
 - i. 600 students studying abroad per year by 2020 ("Generation Study Abroad" commitment)
 - ii. Support, and increase, students traveling abroad for non-credit activities (internships, research, service) via Aggies Go Global
 - iii. Continue to grow and develop the Faculty Led International Programs (FLiP) program (see also goals 4, 5 and 8).
 - iv. Expand the Study Abroad Ambassadors program beyond exchange students
 - v. Increase college level engagement and awareness of study abroad
 - vi. Expand to serving community college students (beginning with DACC in 2014-15)
 - vii. Improve processes and procedures that facilitate education abroad, including a detailed risk management strategy.
 - viii. Identify and secure new education abroad scholarship money

- b. Implement comprehensive re-integration programs for returned education abroad participants – for both personal (dealing with culture shock) and professional development (how to exploit it for future job searches, etc.), and service (giving back, study abroad ambassadors, Rotaract, etc.)
- c. Assess the quality of study abroad participation
- d. Encourage non-traditional, interdisciplinary types of student, faculty, alumni, and community mobility
- e. Find ways to expand Viewing the Wider World requirement as a study abroad experience
- f. Increase collaboration between Office of Education Abroad and international students
- g. Facilitate international excellence in scholarship.
 - i. 10 Gilman Awards annually
- h. Improve and increase attendance at study abroad fairs

3. CREATE, GROW AND MAINTAIN A STIMULATING AND SUPPORTIVE ACADEMIC AND CULTURAL ENVIRONMENT FOR INTERNATIONAL STUDENTS AND SCHOLARS:

- a. Achieve 6% international students by 2020 (Vision 2020 goal)
 - i. Develop and implement an international recruitment plan.
 - 1. Hire one international recruiter by Fall 2014, and a second one by Fall 2015
 - 2. Increase proportional total enrollment as follows:
 - a. Graduate students increase to 20% - Currently 515 of 3,300 (15.5%)
 - b. Undergraduate students increase to 10% - Currently 546 of 14,300 (3.8%)
 - 3. Broaden the definition of who recruits - pursue non-traditional recruiting opportunities, incorporate a “Recruitment is Everyone’s Job” among travelling faculty, student and staff
 - 4. Increase broader involvement in international student recruiting
 - 5. Support and develop the International Enrollment Management Committee (IEMC)
 - ii. Establish a balanced ratio of international student countries of origin.
 - 1. Diversify where we’re looking to recruit students (e.g. all Canadians and Europeans are athletes)
 - iii. Use new services to market NMSU
 - 1. TOEFL marketing
 - 2. Virtual recruiting fairs, etc.
 - iv. Study trends, address unexplainable decreases and recuperate those populations.
 - v. Strategically build on natural feeder populations
 - vi. Strengthen relationships with foreign embassies – especially those with large government-sponsored programs.
 - vii. Capitalize on key networking opportunities and memberships (IIE, OACAC, NAWSA receptions, etc.).
- b. Increase cross-cultural and international interaction opportunities for the entire NMSU and Southern New Mexico Community
 - i. Strengthen International Student Club – provide support, direction, growth, etc.

- ii. Improve social media presence for ISSS and CELP
 - iii. Strengthen Rotaract – Nigel Holman – Rani Alexander’s husband – leads
 - iv. Observe and celebrate International Education Week
 - v. Continue strong participation in the Cultural Bazaar (NMSU/LC collaboration)
 - vi. Improve quality of, and attendance at, Spring International Festival
 - 1. Develop into one of LC's top 5 public events
 - 2. Work with community members and the City of LC
 - 3. Develop a board of directors for the festival
 - vii. Support NMSU’s Model United Nations team
 - viii. Create and Sustain a “Global Coffee Hour”
 - ix. Support the College of Arts & Science’s “Global Connections Series”
 - x. Increase activities that emphasize increasing indigenous awareness
 - xi. Increase opportunities for returned education abroad participants to make public presentations about their experiences
- c. Improve ISSS Services
- i. Hire more staff for ISSS to become more in line with peer institutions
 - ii. Better communication between ISSS and the colleges/departments – especially prior to arrival of new students and scholars
 - iii. Diversify means of delivering information
 - 1. Use social media more with student candidates
 - 2. Improve website to capture more students
 - 3. Increase use of online methods such as virtual advising and online orientation
 - iv. Improve orientation
 - 1. Measure and increase student satisfaction of orientations
 - 2. Shorten, spread out, and make more efficient
 - 3. Combine with other IBP units to avoid duplication/replication
 - 4. Ongoing follow-up (gripe, information, etc.) sessions (2-3) throughout the year
 - 5. Counseling Center visits, overview of campus activities, etc.
 - 6. Meet and greets
 - v. Develop a program within ISSS to assist with hosting and serving international visiting scholars.
- d. Center for English Language Programs
- i. Obtain internationally recognized accreditation (CEA, UCIEP)
 - ii. Continue to grow the CELP program through a general open-enrollment strategy, thereby resulting in more students matriculating into NMSU degree-seeking programs.
 - iii. Re-invest revenues raised in the CELP program into continued growth in the year ahead (particular the hiring of a CELP recruiter).
 - iv. Develop effective recruiting strategies to attract students to CELP to study English and, ideally, enroll in NMSU degree programs.

4. INCREASE THE INTERNATIONAL ACTIVITY OF FACULTY AND PROFESSIONAL STAFF:

- a. Increase number of faculty involved in Faculty Led International Programs (FLiP's)
- b. Develop an international expertise database
- c. Increase sabbatical opportunities
- d. Continue support for, and increase awareness of, international opportunities at partner institutions and by national and international funding agencies
- e. Continue to emphasize the importance of recognizing the value of international engagement in the promotion and tenure process.

5. INTERNATIONALIZE THE CURRICULUM:

- a. Strengthen ways in which the FLiP office integrates and encourages inclusion of global education in all courses.
- b. Maintain IBP representation on the Associate Deans Academic Council and other important curricular bodies
- c. Explore ways to improve the Viewing the Wider World requirement to incorporate international experiences
- d. Engage the IBP Advisory Council to assist in developing college-level international committees (where they do not already exist).

6. ASSURE RESEARCH AND SCHOLARSHIP PERTAINING TO INTERNATIONAL MATTERS PERMEATES DISCIPLINARY AND INTERDISCIPLINARY FIELDS, AND ENCOURAGE AND SUPPORT INTERNATIONAL RESEARCH, STUDY, SCHOLARSHIP AND SERVICE

- a. Promote and facilitate international research.
- b. Strengthen collaboration between Vice President for Research, Office of Grants and Contracts, Associate Deans for Research, and IBP.
- c. Facilitate networking opportunities that can lead to international research, study, scholarship and service.
- d. Build on existing partner universities and work to submit more collaborative research proposals.

7. ENSURE INTERNATIONAL AWARENESS IS AN INTEGRAL PART OF APPROPRIATE OUTREACH AND EXTENSION ACTIVITIES:

- a. Diversify the IBP foreign partner and client portfolio in a way that balances NMSU engagement across all continents, especially focusing on areas where NMSU is currently under-represented.
- b. Foster awareness of the benefits of internationalization to both the local and state community.
- c. Develop a regional outreach strategy

- d. Increase innovative New Mexico, state-to-state, and city-to-city partnerships
 - i. Establish Hebei-New Mexico state-to-state project
 - ii. Increase collaboration with local and regional entities (the City of Las Cruces, Rio Grande Corridor, Collaborative Research and Development Council, and Borderplex Alliance, etc.)
 - iii. Take advantage of opportunities to provide professional development training for border industries
 - iv. Participate in Bilateral Forum on Higher Education, innovation and research (FOBESSI) events.
- e. Provide leadership for revitalizing the New Mexico Global Education Consortium
- f. Develop and Improve development and alumni relations
 - i. Develop a functioning IBP foundation fund.
 - ii. Develop contacts with NMSU alumni and friends who can help further the global vision of the university
 - iii. Strengthen international students' identity as future alumni for the purpose of development and enrollment streams – from early in their career at NMSU.
- g. Increase interactions with area K-12 schools (inviting them to come on campus to interact with our international students, going to their schools to make presentations via activities by the Confucius Institute, etc.)
- h. Increase collaboration with community organizations such as Rotary, Rotaract, Junior League, etc.

8. DEVELOP A SELF-SUSTAINABLE FINANCIAL MODEL THAT SIMULTANEOUSLY PROVIDES RESOURCES FOR THE COMPREHENSIVE INTERNATIONALIZATION GOALS LAID OUT IN GOALS 1-7:

- a. Strengthen and grow activities of the Office of International Initiatives
 - i. Increase number of innovative courses taught by faculty both at home and abroad
 - ii. Launch website with website capabilities
 - iii. Increase engaging faculty (current, community college, emeritus, retired)
 - iv. Increase number of contracts
 - v. Refine and solve challenges surrounding status of non-student/non-credit visitors on campus
- b. Collaborate with Arrowhead and the Vice President for Research to maximize contract and international engagement opportunities
- c. Develop a sustainable model for the Office of Education Abroad
 - i. Develop a means of funding the Faculty Led International Programs (FLiP) Office in a way that allows that office to continue providing a high level of support for faculty wishing to take NMSU students abroad as part of a course (directly connected to increasing the number of students studying abroad).