

**CMU-ACE Internationalization Lab (2016-2018)
Internationalization Strategic Planning Committee
Strategic Plan, 2018-2023**

Vision statement: Central Michigan University aspires to enrich its current framework for learning, scholarship, and engagement with a global Michigan and the world for its students, faculty, staff, and the larger CMU community.

Mission statement: At Central Michigan University, we are a community committed to comprehensive internationalization¹ of our campus so that our students, faculty, and staff will be equipped to actively and responsibly participate in and influence a *global* Michigan and beyond.

Imperative I: Nurturing Student Success

Initiative 1: *Increase participation in international transformative experiences for out-going students (education abroad).*

Strategies	Target	Action	Completion	Metrics & Responsibility
Increase student participation in international transformational experiences (study abroad, study away, ² and/or internships abroad).	Each academic college	Departments work with OIA to develop internships and/or study abroad programs integrated into students' majors.	Target established by 2019; target met by 2023.	Growth in each college. Data collected by academic colleges, Office of International Affairs (OIA) in conjunction with Office for Institutional Research

¹*Comprehensive internationalization* as defined by the American Council on Education's [Center for Internationalization and Global Engagement](#), is a "strategic, coordinated process that seeks to align and integrate policies, programs, and initiatives to position colleges and universities as more globally oriented and internationally connected institutions."

² In this document, *study abroad* or *education abroad* is meant to be the act of travelling internationally to study diverse cultures and traditions. While the term *study away* can also be used to describe *study/education abroad*, here it is intended to mean domestic student travel to examine diverse cultures and traditions.

		Departments publicize their study abroad opportunities via departmental websites or other strategy adopted by college.		(OIR) on participation by college with progress measured at 3- and 5-year marks.
Integrate seamlessly study abroad and/or internships abroad into 4-year degrees for as many programs as possible.	Programs will integrate study abroad or internships abroad into their 4-year degree maps. All academic advisors trained to and will work with students to encourage study abroad.	Deans will encourage departments and programs to integrate study abroad and internships abroad. Training and regular meetings with OIA to keep advising staff and faculty up to date.	2021	Deans will identify appropriate targets in their annual reports and report on their outgoing student mobility. Training sessions within advising and materials for advising within each college/department/program.
Make participation in study abroad and/or internships abroad more seamless for students to ensure 4-year time-to-degree.	Continue to develop a database of courses mapped to each program offering study abroad or internships abroad.	OIA works with Advising for each program offered through CMU.	2021	Colleges and programs work with OIA to establish. Plans for each program offered at CMU.
Publicize programs that have integrated study abroad and/or internships.	Grow study abroad or internships abroad for appropriate programs.	Create materials and/or other publicity to advertise these programs.	2021	Colleges and programs work with Admissions, Academic Advising, and OIA to publicize. Programs and colleges report in annual report.

Promote study abroad component for “Reimagining the First Year” (RFY).	Further develop one pilot program.	Work with RFY to promote the RFY first study abroad initiative.	2021	RFY group works with OIA and Admissions to promote pilot program.
Establish short-term faculty-led programs abroad for targeted student groups. These programs will be a high impact practice to contribute to student retention.	They will be focused on students who are in their first year, are first generation college students, and will have a first experience abroad.	Pilot programs established.	2021	Chief Diversity Officer, OIA, Admissions, college and other relevant academic units work together to establish pilot program.
Increase diversity in study abroad. Outreach will begin in high school and will continue upon the students’ arrival on campus.	Make study abroad broadly available to multiple student populations.	Establish a baseline of current diversity within study abroad, and then set target.	Target established by 2019; target met by 2023.	Academic Affairs, OIA, Admissions, and other relevant academic units work together to identify and then meet target.
Increase funding for scholarships.	Provide more scholarships to fund for study abroad, especially for populations who often do not study abroad.	Evaluate and assess current scholarships; identify needs and establish new scholarships to meet those needs.	Target established by 2019; target met by 2023.	Development, Academic Affairs, OIA, ESS, and relevant academic units work together to identify and then meet target.
Increase study of world languages, including critical languages not yet or not often offered and useful for careers. ³	Grow student participation in study of world languages.	Encourage World Languages & Cultures to explore multiple formats of language learning to provide students maximum access.	Target established by 2019; target met by 2023.	Academic Affairs, colleges, World Languages and Cultures (WLC) work together to increase growth in WLC SCH by 50%. Career

³ See for example, the [Critical Language Scholarship](#) program.

		Incentivize study of World Languages.		Services promotes study of
Assure safety of students abroad	A thorough review of current programs to make sure that our students are as safe as possible while abroad.	Review study abroad programs with QUIP or other evaluation. ⁴	2020	Executive Director of OIA in conjunction with Study Abroad; reported in annual report.

Initiative 2: Increase and diversify international student population.

Strategies	Target	Action	Completion	Metrics & Responsibility
Increase international student population.	Increase international student population by 15%.	Explore new strategies for growth in recruiting. Establish a mid-point goal to reach by 2021, and then again in 2023.	2021; 2023	Enrollment and Student Services (ESS) with progress measured at 3- and 5-year marks.
Assess and add, if necessary, infrastructure to support international students of every level (English Language Institute students, advising, undergraduates, graduate).	Determine the range of international students our current infrastructure allows for to better inform recruiting practices with a holistic view of the offices and services necessary to adequately serve the international student population on campus in all	Assess current landscape; identify needs; set targets to be met by 2023.	2023	ESS primarily, but also other relevant units like Finance and Administrative Services (FAS) and Academic Affairs issue

⁴ See for example [IES QUIP](#) assessment.

	phases from recruitment through graduation, and even alumni. Include best practices from aspirational institutions such as an “international concierge.”			recommendation to the Board of Trustees.
Diversify countries/regions targeted for recruitment.	Identify CMU’s target as far as different international student populations. This should include academic and programmatic needs, as well as diversity goals.	Assess current landscape; identify needs; set targets to be met by 2023.	2023	ESS primarily, but done in tandem with the academic division with progress measured at 3- and 5-year marks.
Diversify approaches and resources used to recruit students.	Determine the possible expanded use of agents in international recruitment to expand reach. This may allow easier access to students where there are currently no recruitment inroads and provide high flexibility when switching market focus.	Begin a pilot program with international recruiters; evaluate after each year of using them.	2020-2023	ESS primarily, but done in tandem with Academic Affairs with progress of new strategies measured at 2- and 5-year marks.
Increase scholarship and funding (GAships, for example) opportunities for international students.	Review current CMU scholarship and other funding opportunities, such as merit awards, to catalogue offerings that are available to international students for presentation to potential applicants.	Create and market scholarship opportunities specifically and/or exclusively for incoming international students.	Assess what exists and a target for 2019; meet by 2021.	Development and ESS primarily, but done in tandem with the Academic Affairs.
Establish attractive tuition rate for prospective international students.	Prospective international students from targeted countries.	Work with Board of Trustees to establish clear guidelines and rates for international students.	2019	ESS primarily, but also other relevant units like FAS and Academic Affairs

Initiative 3: Increase international curricular and co-curricular opportunities at CMU.

Strategies	Target	Action	Completion	Metrics & Responsibility
Work toward greater inclusivity of international students.	Identify existing barriers and potential solutions to current international students' engagement on campus	<p>Work with current students, as well as ELI, OIA, ESS, MASS, and other relevant departments, to troubleshoot all aspects of an international student's involvement in existing co-curricular experiences.</p> <p>Fund long-term, or provide short-term mini-grants, to faculty, staff, students and/or student organizations for the development of innovative ideas for expanding and strengthening international student experiences on campus (such as ways to include them in Leadership Safari), as well as for engaging both international students and returned study abroad students in intercultural activities.</p>	2020; ongoing	<p>Greater international student participation in campus programs to be determined by each group (ELI, OIA, ESS, MASS, etc.).</p> <p>Greater satisfaction reported from international students in NSSE or other campus climate survey currently in use</p>

Support international learning and living communities	Refine and further develop a robust living and learning community.	Continue to develop ideas within Residence Life and appropriate academic partners, with increased focus on publicizing to domestic students.	By 2023	Residence Life in conjunction with ESS and relevant academic units will show a steady progression toward at least one of these communities.
Increase links between Leadership and international students.	Develop offerings for international students in Cross-Campus Leadership Initiative.	Work with the Cross-Campus Leadership Initiative to identify, expand, promote, and/or create leadership courses and/or co-curricular leadership education programs with an international focus.	By 2021.	Cross-Campus Leadership Initiative will develop and implement one initiative.
Promote existing curricula such as intergroup dialogue and Cultural & Global Studies with international focus.	Expand the intergroup dialogue initiative to include international students.	Work with the InterGroup Dialogue working group to further promote, expand, and enhance dialogue-based courses with distinct international content.	By 2023.	InterGroup Dialogue working group will develop, implement, and assess this curricular initiative with help from academic units.

Initiative 4: *Enhance the infrastructure for internationalization for students at CMU (in its multiple iterations).*

Strategies	Target	Action	Completion	Metrics & Responsibility
Grow curricular and co-curricular activities that advance CMU's goal of comprehensive internationalization.	Maximize opportunities that ensure access to global experiences on and off campus for both domestic and international students.	Provide increased resources to develop curricular and co-curricular transformative international experiences for CMU students, including those who are unable to go abroad.	2023	Academic division, ESS show developments over 5-year period.
Enhance on-campus arrival for international students.	Maximize inter-office communication to increase efficiency throughout the arrival process for new international students.	Identify and develop needs for better arrival.	2021	ESS in tandem with OIA will report in annual report steps taken to meet these goals.
Increase understanding of our global communities on CMU's campuses.	Develop competency-based cultural understanding training for students, staff and faculty.	In conjunction with individual college and Human Resources efforts, develop training modules for staff and faculty on interacting with international students, including information on cultural mores of the nations or regions from which CMU draws large numbers of international students.	2021	International Student and Scholar Services (ISSS), Chief Diversity Officer, Faculty Personnel Services (FPS), CETL, and other units work to coordinate efforts.

Develop specialized academic assistance to international students.	Provide, especially for new international students, a solid basis from which to begin their US academic career.	Addition of a dedicated international academic advisor to work with international students through transition from admissions to academic class enrollment.	2021	Academic Advising in cooperation with OIA will address international student academic support and how it will better meet their needs.
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Imperative II: Fostering Scholarly Activity

Initiative 1: Foster research and creative activities that are globally engaged.

Strategies	Target	Action	Completion	Metrics & Responsibility
Increase participation of departments and recognition of faculty that place scholarly value on global activities.	A majority of departments will place value on global activities.	Provide incentives in department bylaws that value global activities in reappointment, tenure, and promotion criteria.	Fall 2021	A majority of departmental bylaws will include such criteria. Provost, deans, and department chairs will implement.
Increase the publicity about faculty participating in global activities.	All colleges will begin to report on international activities.	Create international news listserv to share information with faculty and staff. Include information about	Fall 2021	Academic Affairs and deans will assure this collection and publicity of information within their colleges; Provost will ask for this in college annual reports.

		internationalization in college annual reports.		
Increase cultural knowledge through CMU campus activities.	Increase the percentage of faculty, students, and staff who participate in cultural workshops.	Develop workshops or tutorials on teaching students from other cultures.	Begin design in Fall 2018; Fall 2019 roll out.	OIA, Registered Student Organizations (RSO), and ESS.
Broaden college knowledge about international activities.		Develop departmental international “dashboards” and share with college leadership.	Begin in Fall 2019; 0	OIA, Academic Affairs

Initiative 2: *Enhance the infrastructure for globally engaged research and creative activities.*

Strategies	Target	Action	Completion	Metrics & Responsibility
Assess globally ⁵ focused research.	Develop a knowledge base about which faculty currently have and/or would like to be engaged in more globally focused research or creative activities.	Develop a survey to learn about faculty experiences in global research and creative activities. Part of this survey should also seek to show the breadth of international experience and knowledge of our faculty, as well as any barriers to these activities.	Fall 2018 to design; Fall 2019 to deliver results.	OIR, OIA, ORGS, and International Education Council (or a version of it).

⁵ When the term *global* is used, we mean this to be something related to nations that are not part of the United States proper. *Global* could mean Canada, Pakistan, and even the Saginaw Chippewa Tribe (as a nation apart from the United States though located in its borders). *Global focused research* could be research conducted domestically, but with an international focus.

Increase the number of faculty participating in global research and creative activities.	For all research-active faculty.	Provide incentives within colleges to encourage faculty to engage in globally focused research. Provide funding for faculty to travel abroad for collaboration with international colleagues.	Fall 2019 establish goals; report in annual report.	Provost's office in conjunction with each college dean will set their goals and report in the annual report.
Increase faculty mobility.	For all faculty.	Provide Fulbright support for faculty and staff of all ranks.	Fall 2023.	Academic Affairs and Office of Research and Graduate Studies (ORGS) support; colleges report in annual reports.
Support visiting professorships.	For each college.	Explore infrastructural needs for visiting scholars. Incentivize international scholar invitations and relationships with strategic partner universities.	Fall 2023.	Academic Affairs report support initiatives in annual report; colleges report in annual reports.

Initiative 3: *Increase the funding for global research and creative activities.*

Strategies	Target	Action	Completion	Metrics & Responsibility
Increase the number of grants and monies received for international research.	All research-active faculty.	Encourage more faculty to submit grants with international research components.	Fall 2019 Spring 2020	Annual reports of the VP of Research and Graduate Studies, deans, department chairs, Advancement.

		Increase the monies given from donors to support research creative activities that are globally engaged.		
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Initiative 4: Support the development of and/ or use of an instrument to measure intercultural learning and development.

Strategies	Target	Action	Completion	Metrics & Responsibility
Identify instrument to begin to assess intercultural learning and development.	Assess CMU's intercultural learning and development.	Develop a repository of data for research purpose – using a national instrument providing opportunity for national comparisons (IDI, IES, CGI).	2021	International Education Council (IEC); ORGS; OIA and other relevant academic units work together to establish global learning outcomes.

Initiative 5: Encourage faculty to collaborate on global research and creative activities.

Strategies	Target	Action	Completion	Metrics & Responsibility
Increased faculty collaboration in research and creative activities with a global focus.	All research-active faculty.	Incentives and/or awards from ORGS or elsewhere in academic division.	2019-2023	Reported in annual reports of deans and department chairs.

Create research and creative groups that work in similar regions and/or on similar topics.	All research-active faculty.	Incentives and/or awards from ORGS or elsewhere in academic division.	2019-2023	Reported in annual reports of deans and department chairs.
Create conversation groups to encourage continued language development.	All faculty.	Work with deans and the International Education Council to assess language interests on campus. Work with World Languages and Cultures to create conversation groups.	Assess in AY 2018-2019; implement in Fall 2019.	WLC and IEC will report on progress in annual reports.

Imperative III: Strengthening Partnerships in Michigan and Beyond

Initiative 1: Strengthen and grow incoming and outgoing student mobility.

Strategies	Target	Action	Completion	Metrics & Responsibility
Streamline and optimize agreements with international partners.	All existing international partnerships.	Assess agreements and collaborations with schools and universities abroad, as well as foreign government organizations, to determine value of exchanges and partnerships. Retire	2020.	OIA and Academic Affairs in conjunction with agreement coordinator will develop a rubric to assess existing programs.

		agreements that do not meet criteria.		
Develop strategic partner template with funding model.	All future partnerships.	Make sure that institutional buy-in for each partner is strategic and multi-pronged in commitment from CMU.	2020.	OIA and ESS in conjunction with agreement coordinator will develop a rubric to assess existing programs.
Optimize the English Language Institute's (ELI) pricings and offerings to be attractive to strategic and other partners.	For future ESL populations.	Work with ELI to explore and further develop various options offered domestically and abroad.	Plan established in 2019.	OIA, ESS, ELI, and college establish a plan with clear progress goals over a 3-year period as reported in annual report.

Initiative 2: *Establish and/or maintain connections with alumni abroad.*

Strategies	Target	Action	Completion	Metrics & Responsibility
Gather knowledge about CMU's international alumni.	CMU alumni.	Establish a database of CMU alumni abroad by country and/or region.	2020	Alumni relations report progress in annual report.
Establish regular communication with alumni across the globe.	CMU alumni.	Deliver regular newsletters to connect alumni to current campus news and events.	2020	College deans work with alumni relations to report on their own college news.

Celebrate international alumni.	CMU alumni.	Announce achievements of international CMU alumni to current campus news and events.	2020	College deans work with alumni relations to report on their own alumni abroad.
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Initiative 3: *Maintain existing and establish new collaborative ties with the city of Mount Pleasant and surrounding communities within Michigan around international resources, events, and residents.*

Strategies	Target	Action	Completion	Metrics & Responsibility
Establish closer ties with CMU community.	Mount Pleasant and other communities connected to CMU	Establish a working relationship with surrounding community foundations, institutions, cultural centers, and museums to increase cultural and linguistic community outreach and international events.	2021	University-wide effort to orchestrate relationships across the community and CMU, reported in annual report.
Establish a working relationship with the City of Mount Pleasant's International Relations Council (IRC).	Mount Pleasant community	Host international events and speakers on campus and around the community (e.g. Lunar New Year).	2019	University-wide effort reported in annual report.
Host guests from Okaya, Japan.	Mount Pleasant community	Provide hospitality and celebrate connections on	2019	University-wide effort reported in annual report.

		CMU's campus with students, faculty, and staff.		
Help to establish a sister city relationship with Mt. Pleasant and strategic partner city (e.g. Asan City, South Korea).	Mount Pleasant community	Develop a plan with the city of Mount Pleasant.	By 2023	University-wide effort reported in annual report.
Work with Mt. Pleasant's IRC to develop unique cultural and educational experiences for domestic and international high school students as potential future students.	Mount Pleasant community	Develop "cultural cafés" open to the community in collaboration with the university. Encourage students to embark on gap-year premier study-abroad program with a spring admit to CMU>	By 2019	University-wide effort reported in annual report.

Initiative 4: *Create and maintain collaborations with international companies with the CMU Strategic Partner Program.*

Strategies	Target	Action	Completion	Metrics & Responsibility
Identify globally focused companies with existing and/or potential relationships with CMU.	For all of CMU's community.	Continue to explore existing and potential relationship that have the potential to expand CMU's international reach and collaboration.	Target identified by Spring 2020; met by 2023.	Business Engagement works with Academic Affairs and colleges to grow opportunities.

Drafted by the International Strategic Planning Committee in Spring 2018.

Member	Affiliation	Title
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Elaine Betts	CHP	Professor of Rehabilitation and Medical Sciences
Christi Brookes: co-chair	CHSBS/WLC	Professor of French; Interim Associate Dean, College of Humanities, Social and Behavioral Sciences
Rachel Brown	CMED	Associate Dean of Student Affairs, College of Medicine; Diversity and Inclusion Officer
Laura Cochrane	CHSBS	Professor of Anthropology
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Dianne Desalvo	OIA	Director of Study Abroad
Megan Doerr	OIA	Director, International Outreach and Recruitment
Caitlin Hamstra	CHSBS/ELI	Associate Director, English Language Institute
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Kathy Irwin	LIB	Associate Dean, Libraries
Kathy Ling	Community	Commissioner & Former Mayor, City of Mount Pleasant
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