

2019

AIEA Annual Conference

What's Next?

*Possibilities and Probabilities
in the Future of International
Higher Education*



A Systems Approach to Leading Institutional Internationalization Using Data Analysis and Trends

Sukant Misra, Texas Tech University (Chair)

Grant Chapman, Kansas State University

Randy Kluver, Oklahoma State University

Jane Meza, University of Nebraska Medical Center

Internationalization Strategic Action Plan as a part of K-State 2025

2025 Visionary Plan



Grant Chapman
Associate Provost for International Programs
Kansas State University

K-State 2025 Vision, Plan, and Goal

University Vision:

By 2025, Kansas State University will be recognized as one of the nations Top 50 Public Research Universities.

- K-State 2025 Internationalization Strategic Action Plan: The overarching goal is to infuse **internationalization** in in all we do in order to ensure K--State students, faculty, and staff are prepared to live, learn, and work in the **global** community.
- Key Assumption: In order to become a Top 50 Public Research University in today's **world**, our land grant mission of education, research and engagement must be **global** in nature and embedded throughout our campus culture.

Internationalization Strategic Action Plan as a part of K-State 2025

- Developed in 2011 – The Plan’s Link - <https://www.k-state.edu/2025/>
- K-State 2025 Internationalization Strategic Plan
 - 27 Activities
 - Activities grouped by areas - World Rankings, Global Partnerships, Student Experience, Research, Engagement, Faculty/Staff, Global Programs Support, Communications/Marketing, Fundraising, Campus Culture, and Global Alumni Network
 - 23 Outcomes measured in short, medium and long terms (roughly 5 year increments)

Internationalization Strategic Action Plan as a part of K-State 2025

- **Activities and Outcomes (Examples)**
 - Global Partnerships - Identify the countries of focus and the institutional priorities for K-State global efforts that support our research, academic, and engagement priorities.
 - One Outcome – short term (5 agreements with Top 200 Universities), medium term (10 agreements with Top 200 Universities)
 - Student Experience - Encourage and increase student opportunities for learning abroad
 - One Outcome – short term (15% of undergraduate participated in study abroad experience), medium term (20% of undergraduate participated in study abroad experience)

Short Term Outcomes Met 2011-2016



• Our progress Links

- <https://www.k-state.edu/2025/progress/index.html>
- <https://www.k-state.edu/2025/reports/college-unit-reports/2016/OfficeofInternationalPrograms.pdf>

• K-State 2025 Internationalization Strategic Plan Outcomes Met

- 12 Agreements with Top 200 Universities
- Established Offices in International Countries
- 16% Undergraduate Students Studying Abroad
- Number of International Scholars/Researchers
- Increase diversity of international scholars and researchers

Lessons Learned



- Develop a comprehensive Plan
- Detail activities and outcomes
- Develop incremental outcomes
- Measure progress annually relying on agreed upon, and measures, definitions, activities, outcomes



Data, rankings, and strategy

Randy Kluver

Dean of School of Global Studies and Partnerships

Oklahoma State University

Why the rankings matter

- ❑ **Student decisions.**
 - ❑ Rankings are a way for overseas students to approximate ROI in US education.
 - ❑ Rankings indicate prestige and value for international students.
- ❑ **Contracts and funding.**
 - ❑ Professional Development programs.
 - ❑ Access to global research collaborations/funding.
- ❑ **International institutional relationships.**
 - ❑ Universities develop partnerships based on who they think strengthens them.
- ❑ **In the absence of direct experience, the rankings become a primary indicator of quality.**

The Big Three League Tables

Academic Ranking of World Universities (ARWU).

- Compiled and published by Jiaotong University of Shanghai.
- www.arwu.org



Times Higher Education Supplement (THES)

- THES: www.timeshighereducation.co.uk/



Top Universities (QS)

- www.topuniversities.com



Rankings and US institutions

- US institutions have largely ignored the rankings, because of a perception that they are “popularity contests”
- Other institutions have prioritized them (particularly Australia, NZ, Canada, Singapore, HK)
 - Focus from the top, often teams of staff working on data submissions
- Top 100 remain fairly stable and consistent across all rankings
 - Top US universities unlikely to be dislodged
 - Wedge effect impacting lower US institutions

What we have learned

- Data submissions are critical-focus on quality and accuracy of data
 - Definitions are often misunderstood
 - Who is included/excluded?
 - Medical schools, branch campuses, faculty status, etc.
- Requires all-of-university approach
 - Research impacts and demographics are drawn from external sources
 - Institutional inputs and resources often are misreported

Strategies to engage

- Focus on what can make a difference
 - Research impacts hard to impact quickly
 - Focus on student support services short term (career, etc.)
- Leverage partnerships
 - Reputational rankings, strategic partners

UNMC's Global Strategy

Our mission is to lead the world in transforming lives to create a health future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care.

Jane Meza
Associate Vice Chancellor Global Engagement
University of Nebraska Medical Center

OUR VALUES

reflect **who we are** and **why we're here**.

ITEACH



Innovation

Search for a better way. Seek and implement ideas and approaches that can change the way the world discovers, teaches and heals. Drive transformational change.



Teamwork

Respect diversity and one another. Communicate effectively and listen well. Be approachable and courteous. There is no limit to what we can achieve when we work together.



Excellence

Strive for the highest standards of safety and quality in all that you do. Work to achieve exceptional results.



Accountability

Commit. Take ownership. Be resilient, transparent and honest. Always do the right thing and continuously learn.



Courage

Make the tough decisions. Have no fear of failure in the pursuit of excellence. Admit mistakes and learn from them.



Healing

Show the empathy you feel. Be selfless in caring for patients, one another and the community.

UNMC  **Nebraska Medicine**

UNMC ACE Internationalization Lab Committees



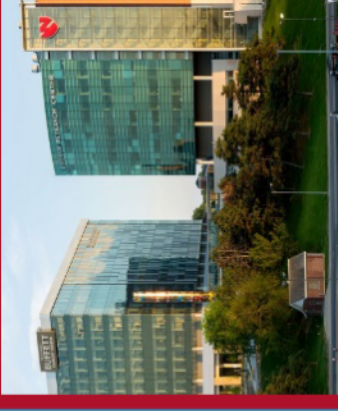
**Institutional
Commitment
&
Administrative
Structure**



**Educational
Programs &
Students**



**Collaboration
&
Partnerships**



Research

UNMC Strategic Planning Software

Initiative: Healthcare Administration and Management Training

Description: Develop healthcare administration and management training modules in partnership with our global partners

Metrics: 1) Develop training modules. 2) Market modules to our global partners 3) Implement at least one training session per year

Status: % Year 1, % Year 2, % Year 3

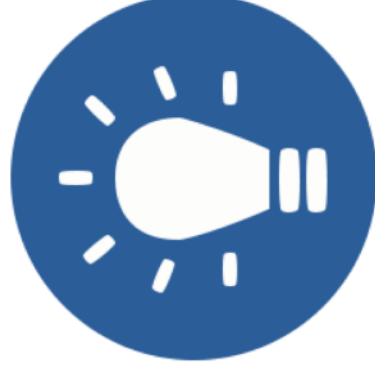


Data Needs

- Not resource intensive
- Accessible
- Timely
- Align with strategic plan.
- Easy to interpret



DATA



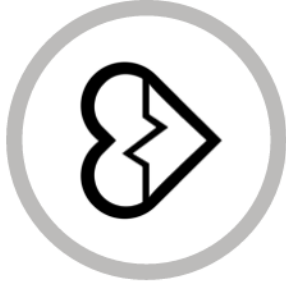
KNOWLEDGE



ACTION

Data Needs

- Global engagement
 - Overall
 - By Unit
 - By Type (research, academic, clinical, etc)



College of Medicine



College of Allied Health



College of Dentistry



College of Nursing



College of Pharmacy



College of Public Health

Data Needs

- Students
- Alumni
- Partners



Data Sources

- Institutional Research
- Academic Affairs
- International Agreements
- Surveys/Focus Groups
- Import/Export



Results

- Map partnerships and collaborations
- Identify synergies for new or expanded partnerships
- Create maps to visualize results
- Generate data to report for | strategic planning
- Use for data driven decision making

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