

2018

AIEA Annual Conference

*The Internationalization
Imperative in Turbulent Times*



Linking Institutional Mission with Internationalization Goals at Regional Comprehensive Universities

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Mark Schaub, Ph.D., Grand Valley State University

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Chair: Jermain Griffin, Ph.D., American University

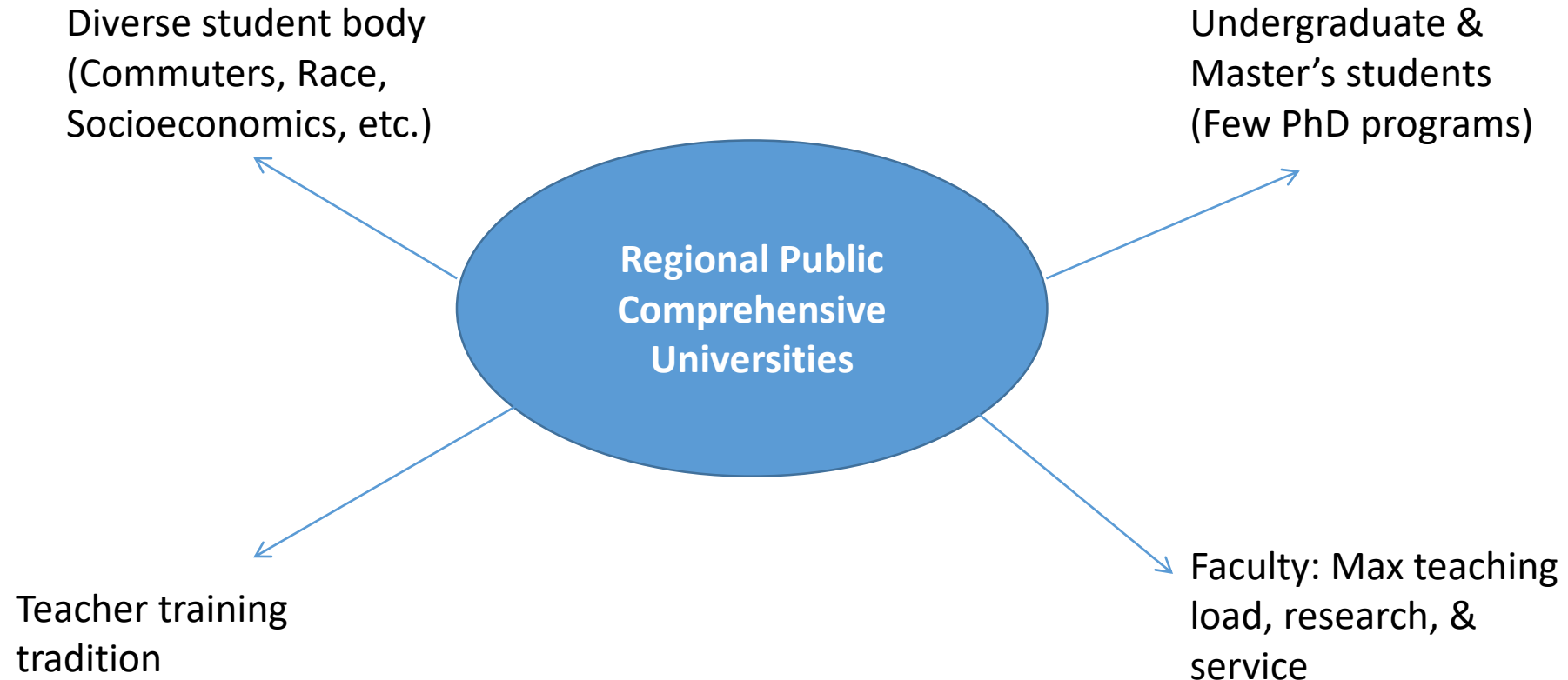
Agenda

- Introduction
- Three case studies
 - Western Kentucky University
 - Grand Valley State University
 - Salisbury University
- Discussion/Q&A
- Closing Remarks

Objectives

- To offer insights into some of the challenges with executing internationalization plans that are congruent with institutional mission.
- To highlight complex cases of internationalization implementation at regional comprehensive universities.
- To provide examples of successful approaches that may be helpful toward your institutional efforts to internationalize in challenging times.

Regional Public Comprehensive Universities



Panelists



Dr. Craig T. Cobane
Chief International Officer
(2012-2017)
Western Kentucky
University



Dr. Mark Schaub
Chief International Officer
Grand Valley State University



Dr. Brian N. Stiegler
Assistant Provost for
International Education
Salisbury University

Western Kentucky University Bowling Green, KY



WKU

- ~20,000 students
- Four campuses
 - Bowling Green,
 - Owensboro,
 - Elizabethtown, Glasgow
- ~35% First Generation
- ~33% Pell Eligible
- ~23% Non-majority

Kentucky

- 3rd lowest percentage of residents with valid U.S. Passports
- 5th poorest state
- Predominately rural
- Conservative region of a conservative state

International Organization: Changes in Structure

Pre-2012

- 5 CIOs in 7 years
- One international “silo”
 - Office of International Programs
 - Int’l Student Support Services
 - Study Abroad & Global Learning
- “Outside the silo”
 - Confucius Institute (President)
 - Chinese Flagship Program (MHC)
 - Harlaxton Study Abroad (MHC)
 - Semester at Sea (MHC)
 - KIIS (Asst. Vice Provost)
 - Navitas (Asst. Vice Provost)
 - ESLi (Asst. Vice Provost)

2012-2017

- Three distinct international “silos”
 - CIO – International Enrollment Management
 - International Enrollment Management and Student Services
 - CIO – Global Learning (CTC)
 - Office of International Programs
 - Study Abroad & Global Learning
 - DELO (Div. of Extended Learning Opportunities)
 - Faculty-led Study Abroad
- IEAC (Int’l Ed Advisory Council)
 - Only advise on CTC’s responsibilities
- “Outside the Silo” the same

Internationalize Key Constituents & Bringing the World to WKU

- Staff Internationalization Grant (SIG)
- International Multimedia Grant (IMG)
- Curriculum Development Int'l Programs Grant (CDIP)
- Diplomat in Residence (DiR)
- Zuheir Sophia Endowed International Faculty Seminar (ZSEIFS)
 - Spring semester seminar on target country and two weeks in country
 - Internationalize their courses, research, service (e.g., new material, case studies, etc.)
- International Year of... Programming (IYO...)
 - Ecuador (2014–15), South Africa (2015–16), South Korea (2016-17), Bosnia Herzegovina (2017-18), Cuba (2018-19), and Kenya (2019-20)
- Brought Fulbright scholars to campus and CIES to campus



INTERNATIONAL YEAR OF
BOSNIA and HERZEGOVINA
2017-2018

 **WKU** OFFICE OF
INTERNATIONAL PROGRAMS

Increased Education Abroad Numbers

- 37% increase in education abroad 398-543 (2011 - 2017)
 - Moved rank from 39th to 19th Master's Institutions (IIE Open Doors)
- Initiative Implemented:
 - Simplified application process
 - Created Study Abroad Representatives (increased “buzz”)
 - Increased number/diversity of provider options
 - Study Abroad Fair twice a year
 - Increased WorldTopper Scholarship (everyone got something)
 - Created a \$150 Study Abroad Application Fee
 - Student Teaching Abroad
- KIIS and CCSA moved to campus (WKU became school of record)
- OIP & SAGL Annual Reports: <https://www.wku.edu/oip/annualreportarchive.php>



Diversify Education Abroad

- Grew URM participation in education abroad by 110%
 - Increased African American study abroad by 187%
 - African American participation rate grew from 5.3% to 7.5%
- New Initiatives:
 - Enhancing Diversity in Global Education (EDGE), 2013
 - Alternative Gilman Grant, 2014
 - Supplemental Gilman Grant, 2014
 - Pell Eligible Application Scholarship, 2016
 - Passport Scholarship (Need-based), 2016
- *2018 Diversity and Inclusion Champion*
 - Excellence in Diversity & Inclusion in International Education Awards (EDIIE), by Diversity Abroad.



Office of Scholar Development (created in 2006)

- Ranked in Top 10 Fulbright Producing Master's Institutions
 - 2012, 2014, 2015, 2016 (ranked 2nd) [seven finalists this year]
 - WKU Fulbright History 1951-2005 (11) 2005-2017 (38)
- Critical Language Scholarships (year, number, percent of awards in KY)
 - 2013 – 4 (50%); 2014 – 6 (50%); 2015 – 4 (44%); 2016 – 5 (33%)
- Princeton in Latin American, Princeton in Asia, etc.
- JET Program, EPIC, TALK, Peace Corp, etc.
- USFSIP – United State Foreign Service Internship Program



Office of SCHOLAR
DEVELOPMENT

Funding these initiatives:

- Visiting Scholar Residence (VSR)
- Study Abroad Application Fee (\$150 to apply to program)
- Grants:
 - UISFL Grant “Developing Asian Studies at WKU” (2009)
 - Chinese Flagship Program (2009-2020)
 - ~\$3.5 million total thus far (including ~\$800,000 in study abroad scholarships)
 - Confucius Institute (2008)
 - Brings 40+ Chinese Language Teachers to south central Kentucky annually
 - “Confucius Institute of the Year” (2013 and 2015)
 - Selected at one of ten “Model Confucius Institutes” (2014)
 - UISFL Grant “Arabic for International Careers Program” (2016)

International Enrollment Management at WKU

Year	No. of International Students at WKU	Rank among IIE Open Doors, Master's Comprehensive Universities
2017	1,328	21st
2016	1,522	12th
2015	1,541	15 th
2014	1,096	27th



Honors College International Center (2015)



Grand Valley State University (GVSU)

- 25,049 students in Fall 2017
 - 21,937 undergraduate students
 - 3,112 graduate students (masters-level & 2 prof. doctorate programs)
 - 84 different countries represented
- 2 Main campuses (11 miles apart), in Allendale MI and downtown Grand Rapids MI
- First students enrolled: 1964



A crowded field

- R1 Research Universities (3)
- R2 Research Universities (3)
- R3 Research Universities (2)
- Comprehensive Universities (7)
 - Ferris State University
 - **Grand Valley State University**
 - Lake Superior State Univ.
 - Northern Michigan University
 - Saginaw Valley State University
 - Univ. of Michigan—Dearborn
 - Univ. of Michigan--Flint



State Appropriation per Student

	2013-14	2014-15	2015-16	2016-17	2017-18
Wayne State	7,682	8,176	8,455	8,736	8,914
Michigan Tech	6,816	7,485	7,222	7,399	7,290
U of M-Ann Arbor	6,506	6,745	6,844	7,044	7,200
Lake Superior	5,058	5,712	6,075	6,421	6,971
Northern	4,872	5,362	5,617	5,998	6,385
Michigan State	5,579	5,819	5,848	5,979	6,076
Western	4,503	4,898	5,066	5,288	5,494
State Average	4,776	5,079	5,182	5,345	5,476
Ferris	3,735	4,022	4,149	4,307	4,420
Eastern	3,650	3,909	3,953	4,207	4,364
Central	3,267	3,647	3,883	3,944	4,117
U of M-Dearborn	3,375	3,543	3,615	3,681	3,748
Saginaw Valley	2,828	3,059	3,193	3,409	3,577
U of M-Flint	2,962	3,157	3,164	3,266	3,444
Grand Valley	2,588	2,835	2,943	3,040	3,087
Oakland	2,797	2,896	2,831	2,868	2,872



IZN Strategy



GVSU faculty delegation to UDLA (Mexico)

- ACE Internationalization Lab, 2012-14
 - IZN inventory, w/ surveys
 - IZN recommendation report
- Two areas of emphasis
 - Global learning in every major (beyond GenEd courses)
 - Global learning environment (including int'l. students)
- 12 specific recommendations; 6 are “done” as of Jan. 2018



Why more Int'l. Students?

- “Out-of-state and foreign students are squeezing out Michiganders. Our sons and daughters should come first.”¹
- “There’s no substitute for international students,” Block said. “They bring perspective you just can’t get from the domestic population. It really does add to the environment for everybody.”²



¹ “Public Colleges Chase Out-of-State Students, and Tuition,” by Stephanie Saul. *The New York Times*. 7 July 2016

² “Nation’s prominent public universities are shifting to out-of-state students,” by Nick Anderson & Danielle Douglas-Gabriel. *The Washington Post*. 30 Jan. 2016

Deeper Global Learning



- 14% of GVSU undergrads study abroad
 - 40% Pell-eligible
 - 40% First generation
- Global Learning in GenEd (3 courses), but still not enough
- Ambitious aim: Level 3 GL or higher in *every* major

Leverage strengths: Alumni



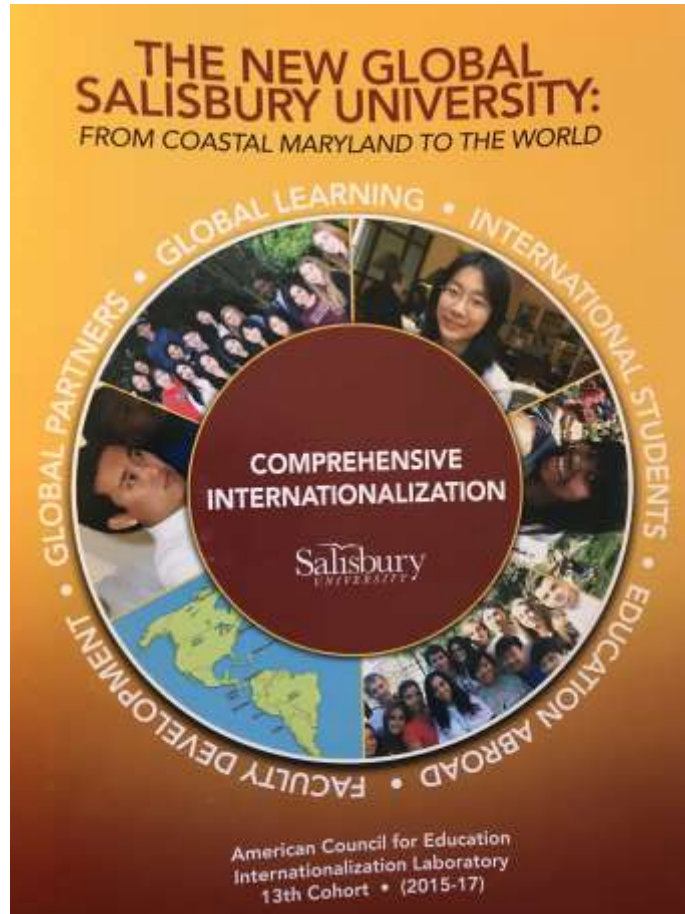
- Harness their messages on their *Alma Mater*
- Focus recruiting where they are



Leveraging strategic “gimmicks”

- Study Abroad scholarships for prospective students (also done @ WMU, BGSU, UD)
- Targeting specific populations for Education Abroad
 - Under-represented groups
 - SOC
 - First-generation
 - Student-athletes
- Recruitment efficiencies
 - Education USA scholarships
 - Alumni-driven visits
 - Educate/indoctrinate agents on campus

Define the “provincial” as “global”



- Incessantly use language that defines the university in its largest context
- Connect local job creation initiatives with local immigration communities served
- Tie “global” with “civic”, “service,” “leadership,” “democracy,” “economy”

Connect “global” to traditional priorities



- Academic Learning Outcomes
- Enrollment Management
- Fiscal Responsibility
- Diversity and Inclusion

Dwell on the positives



- DO:
 - Tell stories of success
 - Minimize the challenges
 - Focus on how far you have come
 - Focus on revenues generated
- Do not:
 - Make “global” feel inaccessible
 - Highlight the risks/liabilities
 - Complain about expenses
 - Beg for resources

Thank you!!