

Global Education Strategic Plan 2019-2021



Global Education

Global Education, an area within Academic Affairs and led by the Dean of Global Education, is charged with providing visionary and strategic leadership for Academic Affairs and the broader university to advance high quality international academic programs and services; cultivate an extensive array of partnerships and new initiatives; develop education abroad and away programs; promote faculty and student exchange opportunities; and oversee the institution's compliance with all federal, state, and system requirements pertaining to international education.

Global Education houses three Centers focused on supporting students, faculty, staff, and academic departments to realize the university's goal as a regional leader in global education.

Center for English Language Programs

The Center for English Language Programs (CELP) offers English language training programs for varied audiences. The Intensive English Program (IEP) offers conditionally admitted students English language training in order to prepare them for academic studies in a university context. Upon successful completion of the program, students are eligible to enroll as regular degree-seeking students. In addition to the IEP, CELP also offers short-term language programs for individual students as well as to meet the specific needs of sponsoring agencies and various institutional partners.

The Kearney Center for International Student Services

The Kearney Center for International Student Services (KCISS) staff works closely with Admissions to recruit students from across the world to Minnesota State University, Mankato.

KCISS provides important services and guidance to prospective current international and exchange students, visiting scholars, and departments at Minnesota State Mankato on immigration, travel, acclimating to Mankato, and employment authorization. KCISS collaborates with many offices and student organizations on campus to put on a vast array of programming for international and other students facilitating a sense of community and enhancing multicultural understanding.

The Center for Education Abroad and Away

The Center for Education Abroad and Away (CEAA) provides the core administrative functions for Minnesota State University, Mankato student education abroad and away programs, administration, and outreach. CEAA's mission is to provide Minnesota State Mankato students with academically strong, experientially impactful, and personally transformative abroad and away opportunities in culturally diverse international and U.S. locations. CEAA offers advising and resources for students interested in education abroad or away experiences, short-term programs and semester-long experiences. The CEAA staff also works with faculty interested in organizing faculty-led education abroad and away courses to ensure a successful experience for all.

Process for Development of Global Education Strategic Plan 2018-2021

The Global Education Strategic Plan 2018-2021 is a continuation to the previous plan for the area, then called the International Affairs Strategic Plan 2014-2019. The new plan is fully aligned with the university's strategic directions as Global Education was included as one of the six areas in the University's Strategic Directions 2016-2021, "Expanding Regional and Global Impact – Goals 3, 4, and 5." This document was developed, through a rigorous planning process, with maximum stakeholder input, over the academic years 2016-2017 and 2017-2018.

During the fall of 2018, the University Strategic Directions 2016-2021 document was adopted as campus. Global Education referenced both the International Affairs Strategic Plan 2014-2019 and the University Strategic Directions 2016-2021 | Expanding Regional and Global Impact-document for strategic planning purposes during this time. During this time, Global Education also embarked on updating the University Strategic Directions-document to serve as the Global Education Strategic Plan 2018-2021, to include the most recent strategic thinking in its updates. Below are the campuswide, collaborative activities that led the creation of the updated university-document.

Fall, 2018

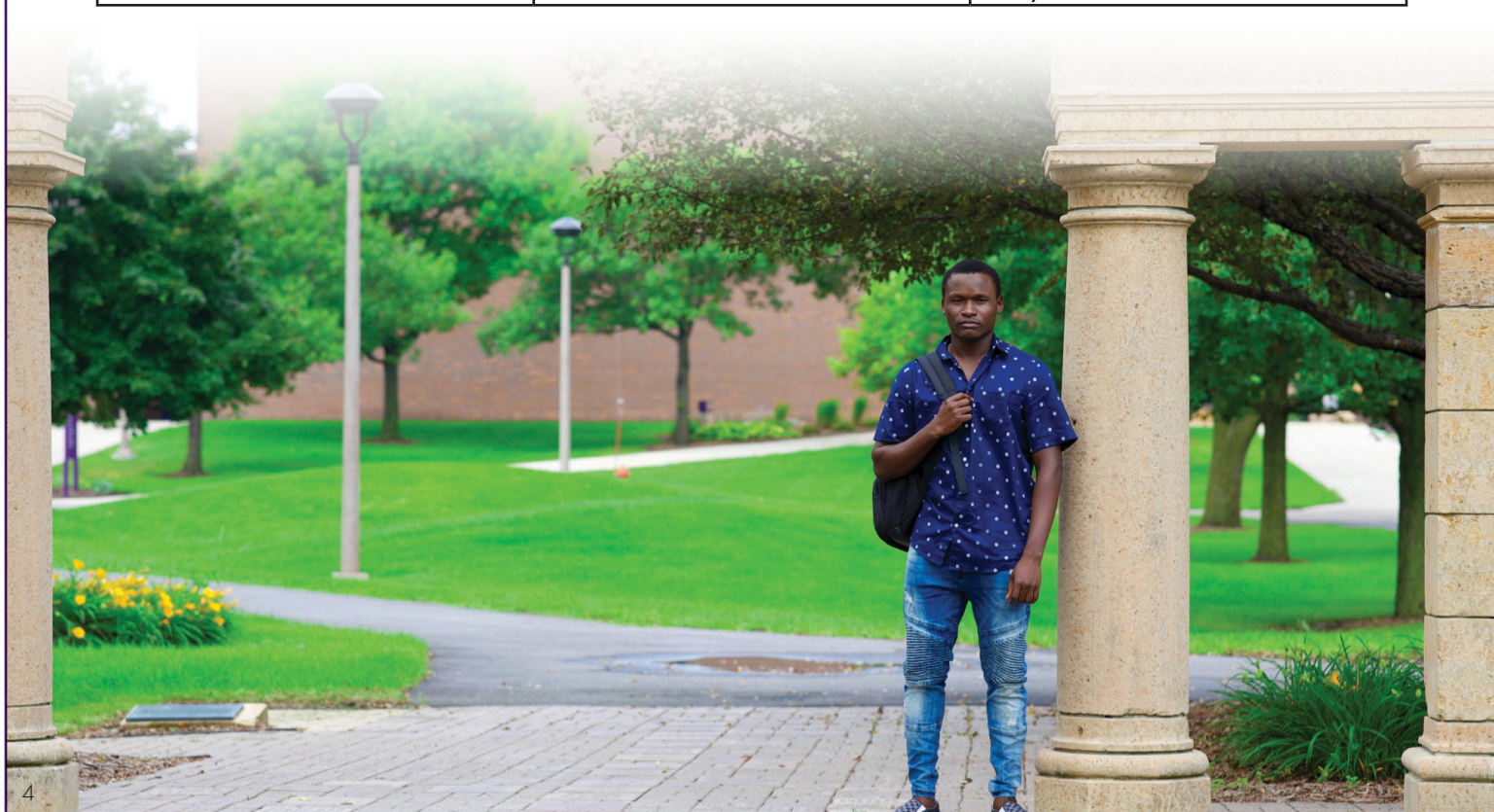
1. Global Education Advisory Council (GEAC), a campuswide advisory group, whose membership is representative of campus stakeholders, led the work of the creation of the new plan. See GEAC 2018-2019 membership on next page.
2. University Strategic Directions 2016-2021/Expanding Regional and Global Impact: Goals 3, 4, and 5 were used as the foundation for the new plan.
3. Global Education Center Directors, who were identified as Leading Persons/drafters (see names on next page) on the University Strategic Directions 2016-2021 action plan continued in this role throughout the drafting process. They:
 - a. reviewed previous strategic plan, goals achieved and goals in progress to carry over to the new plan;
 - b. consulted with stakeholders and their advisory councils to make initial revisions and updates to the university-wide document to add localized priorities and strategies (September-November, 2018)
 - c. GEAC members consulted with their stakeholders for feedback on the initial draft from Leading Persons and reported back to GEAC (December-January)

Spring, 2019

1. Discussions in GEAC on revised drafts based on feedback from stakeholders (January, February and March meetings)
2. GEAC members continued to solicit feedback from across campus from stakeholders (January-March) sharing with Leading Persons/drafters.
3. Shared and discussed near final draft in GEAC in April.
4. Council of Deans discusses and approves the Strategic Plan-document in March.
5. Draft is shared at Planning Sub-meet and feedback received is integrated into a new draft in April.
6. Global Education Strategic Plan 2018-2021-document presented at President's Cabinet in August.

2018-2019 Global Education Advisory Council Members

Name	Unit	Appointment
Rajeev Bukralia	CSET	IFO
Hans-Peter DeRuiter	Allied Health & Nursing	IFO
John Engquist	Admissions	MSUAASF
Robert Fleischman	Associate Provost	Administrative
Elizabeth Finsness	Field & International Experience, College of Education	At-Large Member
Abo-El-Yazeed Habib	Business	IFO
Chandler Holland	Environmental Health, Safety and Risk Management	MAPE
Erica Johnson	Registrar	MSUAASF
Brice Matthews	Residential Life	MSUAASF
Rama Mohapatra	Social & Behavioral Sciences	IFO
Agnes Odinga-Oluoch	History Department	At-Large Member
Glen Poupore	Arts & Humanities	IFO
Steven Powell	Student Financial Services	MSUAASF
Guadalupe Quintero	Institutional Diversity	MSUAASF
Sean Wachsmuth	Education	IFO
Anne Dahlman	Acting Dean	Global Education
Jacy Fry	Director	Kearney Center for International Student Services
Glen Poupore; Olga Nelson	Director; Acting Director (Spring, 2019)	Center for English Language Programs
Nancy O'Brien	Director	Center for Education Abroad and Away



Minnesota State University, Mankato Global Education Strategic Plan 2018-2021

Summary of Goals and Objectives

Note: The Global Education Strategic Plan 2018-2021 has adopted the following University Strategic Directions (2016-2021) as its goals and objectives (in the column on the left). Deviations from the original items included in the University-document are indicated with an asterisk and explained under corresponding footnotes. Connections to additional areas of the University-document that are supported by this strategic plan are indicated in the column on the right.

Strategic Goal #3: To advance study abroad and away program opportunities for students and increase faculty collaboration and expertise.	Connections
Objectives: <ul style="list-style-type: none"> • 3.1: Increase funding opportunities such as grants, contracts, and private giving to support students' study abroad and away experiences. 	Student Success: 3.5; 4.2
<ul style="list-style-type: none"> • 3.2: Expand the number of faculty-led study abroad and away programs that are aligned with students' program requirements, career goals, and interests. 	Student Success: 2.4
<ul style="list-style-type: none"> • 3.3: Identify opportunities to further support faculty international travel and professional development. 	Student Success: 3.5; 4.2
<ul style="list-style-type: none"> • 3.4: Establish a faculty and staff mentor program to promote faculty and staff engagement in international experiences. 	Student Success: 2.3
<ul style="list-style-type: none"> • 3.5: Create marketing and outreach campaigns that promote education abroad and away programs. * 	Faculty Distinction: 2.1; 2.2
Strategic Goal #4: To increase the enrollment of international students.	
Objectives: <ul style="list-style-type: none"> • 4.1: Establish additional transfer pathways, partnerships with foreign universities, and agreements with governmental, non-governmental, and private sector entities. 	Student Success: 2.1; 3.3; 4.1; 4.4
<ul style="list-style-type: none"> • 4.2: Establish a Global Education Ambassadors Program consisting of international alumni network of overseas recruiters, current international students, faculty and friends, and integrate them into annual recruitment plans.** 	
<ul style="list-style-type: none"> • 4.3: Enhance the quality and coherence of the Kearney Center communication on social media, university website, and print to better tell our story and recruit & retain more students. *** 	Faculty Distinction: 2.1; 2.2
Strategic Goal #5: To enhance the internationalization of the campus and local community.	
Objectives: <ul style="list-style-type: none"> • 5.1: Support curricular innovation that focuses on increasing students' global competencies. 	Student Success: 2.4
<ul style="list-style-type: none"> • 5.2: Implement additional programs, events, and activities that integrate domestic and international students to promote intercultural communication and understanding. 	Equity: Goal 3
<ul style="list-style-type: none"> • 5.3: Identify opportunities to recognize faculty engagement and leadership in advancing internationalization of the campus and community. 	Faculty Distinction: Goal 2
<ul style="list-style-type: none"> • 5.4: Strengthen the connections between the Kearney Center for International Student Services, Center for Education Abroad and Away, Center for English Language Programs, and Global Education. **** 	

* Objective added.

** Objective rephrased from original, "Establish an international alumni network of overseas recruiters and integrate current international students into annual recruitment plans".

*** Objective added.

**** Objective added to current document.

Action Steps

Strategic Goal #3: To advance study abroad and away program opportunities for students and increase faculty collaboration and expertise

Objective 3.1: Increase funding opportunities such as grants, contracts, and private giving to support students' study abroad and away experiences.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Inventory current campus resources (department, college, and university scholarships) available to support students' study abroad and away experiences. COMPLETED in 2018. Update each year.	Director of the Center for Education Abroad and Away (CEAA)		X	X	X
2. Disseminate inventory of funding sources to students, staff, and faculty via website, social media, advising sessions, information sessions, study abroad and away fair, etc. Share resources annually.	CEAA Director, Global Education Advisory Council (GEAC)		X	X	X
3. Identify and promote external (governmental and non-governmental) resources available to support students' study abroad and away experiences	CEAA Director, CEAA Advisors		X	X	X
4. Identify sources of potential grants and submit applications to support students' study abroad and away experiences. Apply for capacity building grants and other opportunities that focus on increasing capacity.	CEAA Director, CEAA Advisors			X	X
5. Identify prospects and cultivate relationships with sources of private giving to support students' study away and abroad experiences.	Dean of Global Education, VP for Advancement				X
6. Develop innovative avenues that increase students' ability to study away or abroad. This could include a potential miles program or other similar programs.	CEAA Director				X

Objective 3.2: Expand the number of faculty-led study abroad and away programs and align with students' program requirements, career goals, and interests.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Develop a workshop for faculty who want to create short-term, faculty-led programs which align with students' program requirements, career goals, or interests.	CEAA Director, GEAC	X			X
2. Support the development and delivery of an increasing number of faculty-led programs each year.	CEAA Director, GEAC		X	X	X

Objective 3.3: Identify opportunities to further support faculty international travel and professional development.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Develop and maintain an inventory of opportunities for faculty to engage in international travel and professional development.	CEAA Director, GEAC, Dean of Global Education			X	
2. Dedicate additional institutional resources to support faculty international travel and professional development.	Dean of Global Education			X	X
3. Support selected faculty travel to annual NAFSA or other relevant conference/s with the intention of increasing their professional development in education abroad best practices, programming, and curriculum development.	Dean of Global Education, CEAA Director			X	X
4. Include faculty as part of program site-visit delegations to existing and potential University partner institutions and program providers.	Dean of Global Education, CEAA Director			X	X
5. Create a risk management training for faculty and staff leaders of education abroad and away programs.	CEAA Director, Director of Risk Management			X	X

Objective 3.4: Establish a faculty and staff mentor program to promote faculty and staff engagement in international experiences.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Design a faculty and staff mentorship program that enhances faculty and staff engagement in international experiences.	CEAA Director, GEAC, Dean of Global Education		X	X	X
2. Implement, monitor, evaluate, and revise the program as needed.	CEAA Directors, Dean of Global Education			X	X
3. Update the Faculty-Led Handbook on an annual basis.	CEAA Director			X	X

Objective 3.5: Create marketing and outreach campaigns that promote education abroad and away programs.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Build a classroom visit program to share about education abroad and away opportunities as they pertain to specific majors and minors.	CEAA Director, CEAA Advisors		X	X	X
2. Redesign the CEAA website to be more user friendly and accessible to a wider student audience.	CEAA Director, CEAA Advisors			X	X
3. Expand the study abroad and away fair as a bi-annual offering that integrates faculty-led, program provider, and exchange partner opportunities for students.	CEAA Director, CEAA Advisors, Dean of Global Education		X	X	X
4. Update Terra Dotta programs to integrate new brochure design functionality.	CEAA Director, CEAA Advisors				X
5. Maintain and utilize the latest social media technologies in dissemination of promotional information.	CEAA Director, CEAA Advisors		X	X	X
6. Explore revenue models to supplement funding for activities within CEAA.	Dean of Global Education, CEAA Director, CEAA Advisors			X	X



Strategic Goal #4: To increase the enrollment of international students.

Objective 4.1: Establish additional transfer pathways, partnerships with foreign universities, and agreements with governmental, non-governmental, and private sector entities.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Bring together Global Education Directors for regular recruitment meetings to assess, plan and adjust tactics in operational plan for recruitment of students (for all three Centers) to increase enrollment.	Dean of Global Education; Center Directors		X	X	X
2. Cultivate and maintain relationships, including regular delegation visits, with selected foreign institutions, governments, non-governmental organizations and private sector entities that wish to send degree-seeking and non-degree-seeking students to Minnesota State Mankato.	Dean of Global Education, Kearney Center for International Student Services (KCISS) Director, CEAA Director, Center for English Language Programs (CELP) Director, GEAC	X	X	X	X
3. Innovate in recruitment based on data analysis of ROI and changing geopolitical factors: a. Recruit at Community College Fairs on both coasts and within Minnesota offering transfer scholarships b. Participate in EducationUSA recruitment tour c. Explore additional agencies, organizations, and businesses to assist with recruitment.	KCISS Director, Recruitment & Retention Specialist, CELP Director		X	X	X
4. Build a robust partnership network: a. Evaluate current partnerships to identify partner universities with most potential and strategic significance b. Map university partners based on their potential and strengthen activities to key universities c. Increase and strengthen the number of international transfer pathway programs (2+2 and 3+2 and others)	Dean of Global Education, GEAC, Academic Colleges		X	X	X
5. Create new partnerships/agreements in collaboration with Continuing Education to offer English language training to local businesses and high school students.	CELP Director, CELP Assistant Director		X	X	X



Objective 4.2: Establish a Global Education Ambassadors Program consisting of international alumni network of overseas recruiters, current international students, faculty and friends, and integrate them into annual recruitment plans for all three Centers.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Design and implement an international Student Ambassadors Program with current students and alumni and integrate it into the annual international student recruitment plan.	KCISS Director, Recruitment & Retention Specialist, CELP Director, Dean of Global Education		X	X	X
2. Launch annual fundraising campaign focusing on alumni and endowed scholarship recipients.	KCISS Director, Advancement, Endowment Committee, Dean of Global Education		X	X	X
3. Integrate International Student Services and University alumni databases and improve the ability of the KC and University to track and communicate with international alumni	KCISS Director, Alumni Affairs, Recruitment & Retention Specialist		X	X	X
4. Create a Global Faculty/Staff Ambassadors Program integrating faculty and staff into recruitment and retention activities.	Dean of Global Education, KCISS Director, CELP Director, CEAA Director		X	X	X
5. Organize IEP alumni events to recruit future student ambassadors to selected countries.	CELP Director, CELP Assistant Director			X	X



Objective 4.3: Enhance the quality and coherence of the Kearney Center and communication on social media, university website, and print to better tell our story and recruit & retain more students.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Build capacity for personnel responsible for Marketing & Communication	Dean of Global Education, Center Directors		X	X	X
2. Develop and implement marketing, communication, and social media plans for the Kearney Center for International Student Services	KCISS Assistant Director of Marketing & Communication, KCISS Director, Recruitment & Retention Specialist, Integrated Marketing		X	X	X
3. Integrate International Student Services and University alumni databases and improve the ability of the KC and University to track and communicate with international alumni	KCISS Assistant Director of Marketing & Communication, Recruitment & Retention Specialist			X	X
4. Produce a quarterly newsletter (or another publication) highlighting International Mavericks, productive alumni, and events	KCISS Assistant Director of Marketing & Communication, Integrated Marketing, Alumni Relations	X	X	X	X

Strategic Goal #5: To enhance the internationalization of the campus and local community.

Objective 5.1: Support curricular innovation that focuses on increasing students' global competencies.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Design and pilot an interdisciplinary course that promotes students' development of one or more global competencies.	CEAA Director, GEACs, Dean of Global Education, and selected faculty	X			
2. Continue offering interdisciplinary courses to IEP students to promote students' development of one or more global competencies.	CELP Director	X	X	X	X
3. Support faculty members' participation in national recognized professional development programs that expose faculty to best practices in curricula that increase students' global competencies.	CEAA Director, GEAC, Dean of Global Education, and selected faculty		X	X	X
4. Provide curriculum development support to faculty members who design new courses or redesign courses to promote students' development of one or more global competencies.	Dean of Global Education, CEAA Director, GEAC	X	X	X	X





Objective 5.2: Implement additional programs, events, and activities that integrate domestic and international students to promote intercultural communication and understanding.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Offer a variety of student engagement programming focusing on intercultural communication and community building, e.g., Mingle, Fireside Culture Chat, Mav Story Hour, Who Do We Think We Are, collaboration with K-12 schools, etc.	KCISS Director, KCISS Assistant Director, CEAA Director	X	X	X	X
2. Launch the Global Mavericks Learning Community	KCISS Director, Director for University Learning Communities, Programming & Retention Specialist			X	
3. Maintain the Language Partners Program to promote cross-cultural understanding, a sense of global community, and academic success.	CELP Director, CELP Assistant Director	X	X	X	X
4. Maintain the existing social events and design new social and cultural events for IEP students, language partners and faculty to promote cross-cultural understanding, and a sense of global community.	CELP Director, CELP Assistant Director	X	X	X	X
5. Create and implement an education abroad and away returnee program event with international students that focuses on intercultural understanding and application in daily life.	CEAA Director, KCISS Director			X	X
6. Implement annual Global Education Ceremony recognizing students' and faculty/staff's academic and global experiences.	Dean of Global Education, KCISS Director, CEAA Director, CELP Director		X	X	X



Objective 5.3: Identify opportunities to leverage and recognize faculty engagement and leadership, and expertise within Global Education in advancing internationalization of the campus and community.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Acknowledge faculty members who have made significant contributions to the internationalization of the campus and community at an annual event.	CEEA Director, GEAC, Dean of Global Education		X	X	X
2. Organize programming and/or other ways to recognize and highlight the significant achievements and contributions of faculty and staff members to the internationalization of the campus and community.	Dean of Global Education, CEEA Director, KCISS Director		X	X	X
3. Showcase and leverage international student and international faculty successes, expertise, leadership and accomplishments externally, e.g., virtual seminars/webinars on globally-relevant topics; digital badging, etc.	CEAA Director/ KCISS Director/CELP Director, Dean of Global Education ,		X	X	X
4. Develop a proposal and potential pilot for an Intercultural Training Center (revenue producing center housed within Global Education under the direction and leadership of the Director for the Center for Education Abroad and Away).	CEAA Director, Dean of Global Education				
5. Increase amount of external, competitive funding for student and faculty exchange, e.g., Fulbright, USAID Global UGrad , ERASMUS+, Donor support through academic programs	Dean of Global Education; Center Directors			X	X

Objective 5.4: Strengthen the connections between the Kearney Center for International Student Services, Center for Education Abroad and Away, Center for English Language Programs, and Global Education.

Action Step	Leading Person and Primary Partners	AY 17-18	AY 18-19	AY 19-20	AY 20-21
1. Organize Global Education unit-wide community building and strategic planning gatherings at least twice a year.	Dean of Global Education, CEAA Director, CELP Director, KCISS Director		X	X	X
2. Create and maintain a seamless pathway for students to transition from CELP/IEP into regular student status and beyond, including hand-off at matriculation from CELP/IEP to Kearney Center; immigration advising; trainings; student support; communication.	CELP Director/KCISS Director		X	X	X
3. Collaborate on recruitment through mutual support and communication around outgoing/incoming exchange students, fee-paying students, student scholars, engagement of international students on campus in education abroad programming, etc.	CEAA Director, CELP Director, KCISS Director, Dean of Global Education		X	X	X
4. Collaborate on programming, e.g., International Festival, Global Education Ceremony, International Education and Diversity-week, offer workshops/trainings as a unit.	CEAA Director, CELP Director, KCISS Director, Dean of Global Education		X	X	X





MINNESOTA STATE
UNIVERSITY
MANKATO



MINNESOTA STATE

Minnesota State University, Mankato
A member of Minnesota State