

James Madison University: Strategic Plan for Internationalization 2018-2020

Center for Global Engagement

The Center for Global Engagement (CGE) serves as the central university office concerning international education, with oversight of all James Madison University and non-JMU study abroad programs; visa and reporting processes for international students and scholars; and the development of curricula, faculty experiences and programs that address international issues and assess international education programs/experiences. The CGE is committed to the principle that international experiences and perspectives are essential to any undergraduate and graduate education. To that end, the CGE promotes and encourages critical awareness of world issues; knowledge of and an appreciation for other cultures, languages, and belief systems; global community; and commitment to engagement at the international level, that we may educate active and responsible global citizens.

CGE Mission

The mission of the CGE is to broaden worldviews and promote global understanding for the JMU community by cultivating, facilitating, and supporting global engagement at home and abroad.

CGE Vision

The vision of CGE is to make global experiences – at home and abroad – attainable for all of the JMU community.

CGE Values

- Global Learning – Increasing awareness, knowledge and understanding of diverse cultures and people and global systems and issues
- Innovation – Being creative and open to new ideas, processes and solutions
- Advocacy – Publicly supporting, recommending and persuading
- Collaboration – Working together with diverse groups and individuals at home and abroad to maximize our strengths, resources, and effectiveness
- Sustainability – Assuring the continued presence and active development of global education at JMU
- Open-mindedness – Being willing to consider differences and ideas

The JMU strategic plan for internationalization represents the ongoing evolution of JMU and CGE. This plan is thus meant to be a “living document” to which JMU faculty, staff, students, and other partners refer regularly and make revisions as needed.

GOAL 1: Create a more favorable campus climate for internationalization by enhancing international educational opportunities at home and abroad.

- Objective 1.1 Be responsive to political, economic, social and technological changes in order to support students, faculty and staff in our internationalization process.
- Objective 1.2: Develop and foster engagement with global topics and perspectives throughout the curriculum, across all colleges and programs.
 - Strategy 1.2.1: Regularly review and refine global education student learning outcomes for Study Abroad.
 - Strategy 1.2.2: Foster and continue to create grant and/or workshop opportunities to promote the creation of globally focused courses and/or resources.
 - 1.2.2.a. Develop a CGE Faculty Fellowship during which fellows would receive a course reduction to allow the investigation of on-campus internationalization.
 - Strategy 1.2.3: Promote global education at JMU through collaborative online international learning (COIL) with international partner institutions.

- 1.2.3.a. Partner with campus units such as JMU Libraries & Educational Technologies and University Study's Online Learning Coordinator to facilitate effective use of technological strategies and tools
 - 1.2.3.b. Integrate COIL into Summit Series, Joint Degree programs, courses and workshops.
- Objective 1.3: Expand and promote the study and use of world languages.
 - Strategy 1.3.1: Encourage disciplines to identify languages important to their study and to signal these opportunities to their students.
 - Strategy 1.3.2: Maintain listings of education abroad options, categorized by language and language proficiency levels, to facilitate student searches and to reinforce the relevance of language skills.
 - Strategy 1.3.3: Explore national funding sources for investment in critical-need languages, either for faculty appointments or for enhanced student opportunities at both the graduate and the undergraduate level.
 - Strategy 1.3.4: Support and co-sponsor events in languages other than English.
- Objective 1.4: Develop and disseminate benefits of and opportunities for education abroad in each college, without loss of time-to-degree.
 - Strategy 1.4.1: Enable advisors to encourage students to consider education abroad and plan accordingly.
 - Strategy 1.4.2: Work with Admissions, Orientation, and Communications and Marketing to share information with prospective students, admitted students, and their families about the benefits of education abroad.
 - Strategy 1.4.3: Encourage disciplines to identify and promote education abroad programs for their students in the language, geographical, and/or thematic areas identified as important to their discipline.
 - Strategy 1.4.4: Study effective practices from other institutions that encourage students to pursue opportunities abroad, with particular attention to first-generation, low SES and minority college students.
 - Strategy 1.4.5: Continue to assess and refine learning outcomes for education abroad programs, and utilize assessment plan to track the efficacy of each program.
 - Strategy 1.4.6: Increase the percentage of JMU students involved in meaningful international experiences (study abroad, internships, outreach and engagement) to a minimum of 33% by the year 2020.
- Objective 1.5: Work with the Prestigious Scholarships Coordinator to increase students' competitiveness for international study scholarships (Fulbright, Truman, Boren, Rhodes, Marshall, etc.)
 - Strategy 1.5.1: Identify promising undergraduate students during the application process, as well as their first year at JMU, through strong academic records and declared areas of interest.
 - Strategy 1.5.2: Enhance visibility of scholarship opportunities to first- and second-year students through existing communications networks, social and print media.
 - Strategy 1.5.3: Publicize past and present awardees via public events, the university's website, and social media to honor awardees and provide models of success for current students and the larger university community.
- Objective 1.6: Enhance the affordability of education abroad.

- Strategy 1.6.1: Evaluate the potential for increasing the number of students participating in exchange programs and direct enrollment.
- Strategy 1.6.2: Work with the Offices of Development and Corporate and Foundation Relations to increase funding available for student scholarships for education abroad.
- Strategy 1.6.3: Work with college deans to evaluate current support and to increase development funding for student scholarships offered at the college level, for international study, internships, or engagement opportunities.
- Objective 1.7: Leverage community and campus resources in order to expand students' global experience on and beyond the JMU campus.
 - Strategy 1.7.1: Utilize the newly formed Global Advisory Council (GAC), comprised of JMU alumni and other non-JMU employees, to advance the mission and purpose of the CGE.
 - Strategy 1.7.2: Utilize the connections offered by local and regional organizations that have a global reach to offer domestic and international opportunities to JMU students.

Goal 2: Enhance the presence of international students, faculty and staff across the university.

- Objective 2.1: Enhance the campus climate for international students.
 - Strategy 2.1.1: Work with Admissions, Study Group, Student Affairs, and other relevant departments to continue to assess international student engagement with the university.
 - Strategy 2.1.2: Continue to offer and refine training for staff and faculty focusing on best practices for interacting with international students.
 - Strategy 2.1.3: Continue to create programs for international student engagement with the campus community.
 - Strategy 2.1.4: Improve support services for international students by providing effective liaison structures for resolving difficulties as they arise; monitoring student grades and providing programs where deemed necessary.
 - Strategy 2.1.5: Enhance marketing efforts for existing programs to the student body.
 - Strategy 2.1.6: Create intentional engagement and ongoing interaction between global students and faculty.
 - Strategy 2.1.7: Provide professional development opportunities for faculty related to building global experiences on campus and train staff on how cultural differences may drive systemic needs.
 - Strategy 2.1.8: Award funding to faculty, staff, and students for the development of innovative ideas for expanding and intensifying international student experiences on campus, as well as for engaging both international students and returned study abroad students in intercultural activities.
 - Strategy 2.1.9: Implement evaluation methods including favorability ratings from international students and faculty in focus groups and other survey instruments to track and assess programming success.
- Objective 2.2: Recruit and retain greater numbers of international students.

- Strategy 2.2.1: Work with Study Group and the Admissions Office to increase the number of international students at JMU so that international students will comprise 6-8% of the student body by 2020.
- Strategy 2.2.2.: Create international student scholarships.
- Objective 2.3: Create an international assessment plan that addresses all aspects of university internationalization on an on-going basis.
- Objective 2.4: Enhance the current assessment of international student, faculty, and staff experiences by adding focus groups, regular surveys and other tools to collect information, work with CARS to analyze the data, and create programs to address the needs of students based on the findings.

Goal 3: Broaden and deepen partnerships with international institutions, including student and/or faculty exchanges, research collaborations, and the establishment of additional joint/double degrees.

- Objective 3.1: Increase and refine the number and the geographical representation of institutional partnerships.
 - Strategy 3.1.1: Centralize within the CGE the design and maintenance of MoUs with collaborating institutions.
 - Strategy 3.1.2: Support the CGE and many of the nonacademic services that accompany the visits necessary for international collaborations, such as organizing housing; getting individuals registered within the JMU system for access to libraries, UREC, etc.; providing basic supplies; providing general hospitality.
 - Strategy 3.1.3: Maintain a process by which colleges can apply for support of visiting professors from other countries.
 - Strategy 3.1.4: Increase presence of Fulbright Scholars on campus.
- Objective 3.2: Support current and establish additional joint or dual degree programs that facilitate student mobility to and from JMU's campus.

Strategy 3.2.1: Complete design of and implement the Applied Global Studies curriculum, in partnership with member institutions of the International Network of Universities.

GOAL 4: Enhance globally focused research and engagement.

- Objective 4.1: Promote the development of globally focused research and engagement, with particular emphasis on those projects that involve international collaborations.
 - Strategy 4.1.1: Work with the Office of Sponsored Programs to identify and catalog successful relevant grant proposals and showcase these successes.
 - Strategy 4.1.2: Seek promising international grant opportunities that focus on international research, education, and collaboration.
 - Strategy 4.1.2.a.: Work with the Offices of Sponsored Programs, Development, and Corporate and Foundation Relations to create a plan to work better with international corporations, foundations, alumni and donors.

- Objective 4.2: Encourage and raise awareness about globally focused research and engagement.
 - Strategy 4.2.1: Analyze how excellence in international scholarship is currently recognized in the evaluation of faculty performance; work with the CGE Council to provide university-wide patterns and suggest guidelines.
 - Strategy 4.2.2: Support the Communications and Marketing Office to increase the visibility of print and electronic media, of globally focused research and engagement activities.
 - Strategy 4.2.2a: provide monthly updates to the communication and marketing office
 - Strategy 4.2.2b: work with the Global Advisory Council to strategize about visibility
 - Strategy 4.2.3: Work with college deans to showcase the work of their faculty and students who engage in internationally focused initiatives.
- Objective 4.3: Continue to support and expand the Summit Series (“Cultivating the Globally Sustainable Self”), a multi-year, multi-institution initiative to promote transformative teaching and learning in research and practice.
 - Strategy 4.3.1: Work with Summit Series partners to expand the community of scholars, educators, and practitioners involved in the Summit Series.
 - Strategy 4.3.2: Work with Summit Series partners to develop and publish books and articles that include theory-to-practice pieces by targeted teams of summit participants.
 - Strategy 4.3.3: Work with Summit Series partners to produce a Summit Media Package that presents insights of summit publications as accessible, compelling short films targeting a wide, young audience (16- to 22-year-olds).
 - Strategy 4.3.4: Work with Summit Series partners to create web-based academic curricula and materials that further explain and explore concepts introduced by video content.

Goal 5: Coordinate and facilitate internationalization through the Center for Global Engagement

- Objective 5.1 – Enhance internal communication (across staff and organizational silos)
- Objective 5.2: Foster intentional and effective collaborations to promote internationalization across campus, while recognizing the primary role of colleges in directing educational and research initiatives.
 - Strategy 5.2.1: Develop strategies to work with individual units to promote internationalization.
 - Strategy 5.2.2: Work with the Global Advisory Council members to inform and be informed by the the larger community how best to engage alumni and other partners in internationalization.
 - Strategy 5.2.3: Develop and maintain a coordinated website for internationalization to centralize information related to international institutional collaborations, research, teaching, internships, service, education abroad, and other opportunities.
 - Strategy 5.2.4: Develop and maintain a system of faculty awards and recognition to highlight original and innovative projects or programming from a variety of colleges/programs/units related to international research.

- Objective 5.3: Showcase internationalization at JMU through communications, marketing materials and enhanced programming.
 - Strategy 5.3.1: Encourage inclusion of internationalization content in all university communications and marketing/promotional materials.
 - Strategy 5.3.2: Work with a designated university Public Relations officer to highlight current events, JMU community members' achievements, calls for proposals, application deadlines, and more.
 - Strategy 5.3.3: Work with WMRA, WXJM, *The Breeze*, *Madison Magazine*, and other local outlets to increase mentions of international activities and global events.
 - Strategy 5.3.4: Continue to develop collaborate opportunities with the local community to enhance visibility of internationalization at JMU.
 - Strategy 5.3.5: Develop cohesive communication and marketing plan for CGE including social media, website and other platforms. (make sure plan is cohesive even if items appear in other places on the strategic plan)
- Objective 5.4: Provide leadership within the Commonwealth of Virginia to strengthen the culture of global awareness and promote internationalization beyond the campus.
 - Strategy 5.4.1: Encourage faculty and staff involved in international efforts to publicize their work to state-wide audiences.
 - Strategy 5.4.2: Establish means to effectively advertise internationalizing events to off-campus audiences, particularly to K-12 students and teachers, as appropriate.

Goal 6: Develop and manage an assessment system that tracks number, kind, and quality of internationally focused initiatives.

- Objective 6.1: Create an international assessment plan that addresses university internationalization on an on-going basis.
 - Strategy 6.1.1: Charge a subcommittee of the CGE Council to work with the Assessments Office to design and implement assessment measures, followed by data analysis and recommendations for improvement.
- Objective 6.2: Maintain an inventory that tracks international activity.
 - Strategy 6.2.1: Conduct an audit of current activities related to the Strategic Plan to establish the baseline from which to track changes annually.