A strategic goal of 
*Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations*
Illinois State University (ISU), the oldest public university in Illinois, sends its graduates into the world with the singing of the Alma Mater at each commencement. The song concludes with the lines:

*So shalt thou in years increasing send thy grads of honest worth, forth to bear with zeal unceasing wisdom’s torch throughout the earth.*

We affirm in song with each graduating class that we intend to inspire our graduates to serve not just Illinois, but the world. In this International Strategic Plan, which is an outcome of Educating Illinois, we outline our strategies for enhancing and supporting participation by students, faculty, and staff in international study, and our plans for increasing enrollment and enhancing the experience of international students in programs of study at Illinois State University.

**Executive summary**


**Vision**

Illinois State University serves the region, state, nation, and world through its commitments to responsible stewardship, meaningful civic engagement, cultural enrichment, and the development of global citizens.

The above vision statement, from *Educating Illinois 2013–2018: Individualized Attention, Shared Aspirations*, challenges the University to increase its influence and outreach within and far beyond beyond our geographic region. The call to action is clear. Further the goals, strategy, and desired outcomes give guidance as the committee proceeds.
Initial charge from *Educating Illinois*

**Goal 2**
Provide rigorous, innovative, and high-impact undergraduate and graduate programs that prepare students to excel in a globally competitive, culturally diverse, and changing environment.

**Strategy 5**
Develop a university-wide plan that enhances globalization of the campus and the curriculum.
The strategy is followed by five desired outcomes:

A. Increase the number and variety of opportunities for students to study abroad
B. Increase the number of international students and visiting scholars on campus
C. Increase the number of research, teaching, and service partnerships with institutions in other countries
D. Enhance administrative supports, recognition, and professional development opportunities for faculty and staff involved in international programs and partnerships
E. Increase the number of English Language Institute participants who transition to university academic programs

The International Strategic Planning Committee of Illinois State University (ISU ISP) charged with fulfilling Goal 2 by carrying out Strategy 5 faced a challenge. The committee’s initial fact-finding led it to the overarching recommendation that the University needs first to build a streamlined foundation (e.g., transparent policies and procedures, sufficient resources toward sustainability, supportive systems and practices) for international study. While the University offers many fine international study opportunities, access to the programs, information about programs and processes, and assessment of programs is fairly decentralized and fragmented. In the spirit of shared governance, the campus must participate in the development of necessary infrastructure and the goals it sets. *Illinois State International* was chosen as the brand mark for the internationalization process and related activities. The recommendations set forth how the new foundation for *Illinois State International* will be built.

The committee believes that action item A is being fulfilled. Further, a streamlined foundation will allow action items B, C, D, and E to be met. It recommends that the *Illinois State International* Implementation Team take up the setting of action plans for goals (including numerical goals) in its Year I activities. It also recommends increasing the percentage of students who participate in study abroad programs and international learning activities.

In addition to the vision, goals, strategies and desired outcomes specified in *Educating Illinois, 2013–2018*, the committee was guided by several relevant themes identified by participants in an international conference held on November 30, 2012. Faculty, staff, students, and administrators worked together at this conference to shape a vision for internationalization efforts at Illinois State University. From this collaboration, common themes for building internationalization at Illinois State University were developed:

1. Plan: Develop a strategic plan that defines, executes, assesses, and refines Illinois State’s international programs.
2. Enhance curriculum: Build upon existing curricular initiatives to prepare students to excel in a globally competitive, culturally diverse, and changing environment.
3. Optimize technology: Adapt and use new and existing technologies to facilitate growth and support internationalization efforts.
4. Provide support: Refine policies and procedures to facilitate international programs and provide high quality supports.
5. Market: Build internal and external marketing networks for international programs and initiatives.

Following this conference, Provost and Vice President Sheri Noren Everts and Vice President for Student Affairs Larry Dietz appointed a University Wide Committee to fulfill the directive of *Educating Illinois* and the vision of the International Conference.
Committee recommendations

The committee’s analysis of the current state coalesced around three overarching themes. These themes will help us begin strategic planning to enhance international programming: Streamline, Communicate, and Build Meaningful Connections. Before specific learning outcomes and goals can be set to achieve the vision of Educating Illinois, a university-wide structure must be built.

Foundation for success: In order to accomplish the strategic goal of enhancing the internationalization of Illinois State University, the ISU ISP Committee recommends that the vice presidents name an ISP implementation team. Team members should include representatives of those units responsible for international programs in OISP and across campus. The team will ideally report to the assistant provost, within the Office of the Provost, and have representation from both academic and non-academic units. This team will carry forward the goals of the International Strategic Planning Committee. They will be responsible for setting action plans for annual goals and making an annual progress report to the campus community, using the ISP and additional data gathered during the process to prioritize and guide their actions.

Reports and records obtained during the data collection phase, as well as individual subcommittee recommendations have been saved for the implementation team’s use. These resources will assist the implementation team with data-based recommendations and strategies.

The following summarizes and integrates the recommendations of the seven committees:

Year 1

- Streamline processes for incoming and outgoing students and faculty; shorten the proposal and application process for those programs that are shorter in length and function primarily as study tours.
- Review and refine key OISP written policies and procedures. Identify the role and responsibility of OISP in relation to all international study and travel programs occurring under the sponsorship of Illinois State University or its faculty/staff.
- Make OISP and related university processes clear, transparent, and user-friendly. Bring OISP into greater levels of positive contact with student groups and faculty/staff across campus. Improve on-campus visibility through improved signage and an inviting, updated appearance. Enhance services to students, faculty, and staff. Improve operational efficiency.
- Continue a campus dialogue on the role of internationalization in the curriculum, with a focus on what we want to attain, strategic campus priorities for expansion of international activities, and how we are assessing our programs. Develop campus-wide learning goals for internationalization and an identification system for courses with international emphasis.
- Develop and implement an assessment of faculty/staff professional development needs as related to internationalization.
- Develop a coordinated assessment plan for international programs and activities administered through OISP.
- To assure an accurate account of the University’s international activities (beyond those for visitors on J1 visas and OISP study abroad programs), design a streamlined reporting mechanism to define international activities so that informed decisions related to policies, procedures, resources, and supports can be made.
- Centralize and coordinate marketing and communication functions. A few key themes and phrases could be identified and used to develop unified branding for internationalization efforts at Illinois State University. Develop and brand communication and marketing pieces community-wide.
- Develop a greater number of events and activities related to enhancing our ability to create friendships and community involve-
Current status data: 2012–2013

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of degree-seeking international students at ISU</td>
<td>398</td>
</tr>
<tr>
<td>Number of non-degree seeking international students taking ISU classes</td>
<td>130</td>
</tr>
<tr>
<td>or participating in short-term programs</td>
<td><em>This number includes exchange students, but not English Language Institute participants.</em></td>
</tr>
<tr>
<td>Number of International Visiting Scholars at ISU (short- and longer-term)</td>
<td>237</td>
</tr>
<tr>
<td><em>This number includes on-campus Management Development International Students, visiting exchange scholars, American studies visitors, and H-1B employees.</em></td>
<td></td>
</tr>
<tr>
<td>Number of English Language Institute (ELI) students enrolled for a full semester or more</td>
<td>86</td>
</tr>
<tr>
<td>Number of ELI students who attended short-term programs</td>
<td>56</td>
</tr>
<tr>
<td>Percentage of ELI students who were successfully admitted</td>
<td>88%</td>
</tr>
<tr>
<td>16 applied, 14 admitted, 12 enrolled</td>
<td></td>
</tr>
<tr>
<td>Percentage of ISU graduates in class of 2012 who studied abroad for credit</td>
<td>9%</td>
</tr>
</tbody>
</table>

The Office of International Studies and Programs (OISP) was created in 1978 as the office to support the University’s international activities. ELI, founded in 1988, provides intensive English programs for adult learners of English as a second language.

While OISP facilitates many of ISU’s international programs, it is important to note that many international activities and programs also originate in units on campus outside of OISP. For example, the Division of Student Affairs facilitates a number of Registered Student Organizations (RSOs) with international or global themes, and provides a wide variety of international programs and themed events. Aspects of global engagement are apparent in many majors, minors, within a wide variety of courses, and in the Global Studies requirement of the General Education program. In addition, there are several affinity organizations currently available for faculty, staff, and students that have an international focus or theme.

Year 3

• Leverage existing resources and increase financial supports for ISP initiatives to a level appropriate for facilitating the creation of a campus center with coordinated supports for students, faculty and staff, campus internationalization activities, and direct services. With streamlined processes, continue to refine focus on key areas of the world and programs, excellent branding and marketing, and facilitate supportive and welcoming facilities and activities. The pieces of an enhanced international footprint for our university should be in place.

• Continue implementation of assessment plan. Revise as needed. React with positive action as needed to issues raised via the assessment tools.

• Analyze and report results of the comprehensive survey of the university’s international activities to support informed decisions related to policies, procedures, resources, and supports.

Years 4

• Review, assess, and adjust goals and action plans. Is it time to cast a bigger vision for Illinois State International?

Preview group

A Preview Group, made up of individuals who serve on the International Studies Advisory Committee (ISAC) for academic year 2013–2014 and invited undergraduate and graduate student representatives were brought together to preview the draft of the ISP and provide input. Their names appear at the end of this document.

The ISU ISP Committee is grateful for the input of the Preview Group and those who attended two campus-wide forums. The input from the campus community helped shape this final document and the program improvements that it will foster.

Campus-wide open forums

Two campus-wide forums were held in September 2013. The revised ISP draft was presented by the assistant provost and members of the ISP Committee at these forums, and individuals from the campus and community were invited to provide feedback.

Planning process

Good strategic planning begins with a clear description of the current state. In order to look at all facets of international activity connected with ISU, the planning group divided into seven subcommittees. Each subcommittee was asked to begin with fact finding which would lead it to identify issues that might hinder or impede a
streamlined operation and, following analysis, to make recommenda-
tions for improvement. The committees undertook their work
with the big picture in mind: “Develop a university-wide plan that
enhances globalization of the campus and the curriculum.”

Subcommittees and
data gathered

Long and short-term programs and opportunities
• Surveyed university departments/schools and international support
  units in order to collect comprehensive data on all ISU programs
  abroad.
• Identified ISU faculty who have collaborated on research or service
  projects with international partners and those who have taken
  students abroad.
• Sought information about ISU programs serving international stu-
  dents on campus and off campus, as well as international visiting
  scholars.

Incoming and outgoing student processes
• Reviewed the incoming and outgoing student process from stu-
  dents’ perspectives; those studied included current ISU students
  who are studying abroad, incoming international students, and
  incoming and current English Language Institute students.
• Utilized results of student survey data, individual interviews with
  staff members from offices across campus, and a review of previ-
  ously created process maps.

Assessment
• Determined current assessment practices for international pro-
  grams and activities, identifying best practices.
• Identified tools that can be used by ISU to benchmark its pro-
  grams and compare them to national or international standards.

Program development guidelines, processes,
and supports
• Reviewed all current program development guidelines, program
  processes, and supports available for international activities at ISU.
• Examined documents provided by OISP and interviewed OISP
  staff. Documents were reviewed for content, ease of use, and when
  appropriate, their alignment with university policies, guidelines of
  regulatory entities, and existing laws.

Marketing and communications
• Determined current strategies for marketing and communication
  of international programs and activities and compared these to
  comparator universities and best practices.
• Completed a communications audit to determine the formal
  communication and marketing methods currently used to promote
  international activities across campus including print, social media,
  and websites.
• Examined issues related to how the university and international
  programs and activities are marketed and branded in comparison
to like institutions.

Campus and community climate
• Gathered preliminary survey data on the perceptions of interna-
tional scholars, researchers, and students at ISU. Began to identify
  methods available for creating a more positive campus and com-
munity climate for international students and scholars.

Curriculum and campus life
• Assessed the current state of internationalization within the formal
  curriculum and campus life program offerings at ISU.
• Reviewed the University catalogs and the newly revised General
  Education program the goal of which is to graduate students
  who will have gained “knowledge of diverse human cultures. . .,
  allowing them to . . . interact competently in a variety of cultural
  contexts.”
• Researched available majors, minors, and individual courses with
  content related to international themes.
• Investigated activities and programs available for students
  through the Division of Student Affairs. Finally, this committee
  researched professional development opportunities for faculty and
  staff related to international and global themes.

Academic Senate review
The draft ISP was reviewed and endorsed by the Academic Senate
on February 19, 2014.

Review by president, provost, vice presidents, and
campus community
Following Senate endorsement, the draft ISP was reviewed and
endorsed by the president, provost, and vice presidents.
Committee members and subcommittee structure

ISP committee chairperson
Rita Bailey, assistant provost

Strategic planning facilitator
Patricia Grogg, professor emeritas, Consultant

Long and short-term programs and opportunities subcommittee
Patricia Klass (chair), College of Education
Dawn Beichner, Department of Criminal Justice Sciences
Bruce Burningham, Department of Languages, Literatures and Cultures
Rick Lewis, Dean of Students Office

Incoming and outgoing student processes subcommittee
Rachel Caracci (chair), Office of Admissions
Kasia Wirkowska-Stadnik, English Language Institute
Barbara Ribbens, Department of Management and Quantitative Methods
Laura Knoblauch, Student Health Services

Assessment subcommittee
Ryan Smith (chair), University Assessment Services
Kristin Hendrickson, Planning, Research, and Policy Analysis

Impacting the curriculum and campus life subcommittee
Maria Schmeckle (chair), Department of Sociology and Anthropology
Melissa Moody, Mennonite College of Nursing
Claire LaMonica, Center for Teaching, Learning, and Technology
Jan Paterson, Dean of Students Office

Program development guidelines, processes, and supports subcommittee
Greg Simpson (chair), College of Arts and Sciences
Momar Ndiaye, Office of International Studies and Programs
Wendy Smith, Office of General Counsel

Communications and marketing subcommittee
Katy Killian (chair), Student Affairs
Brian Beam, University Marketing and Communications
Steven Barcus, University Marketing and Communications

Campus and community climate for international scholars/researchers and students subcommittee
Dane Ward (chair), Milner Library
Karyl Carlson, School of Music
Laurie Thompson-Merriman, School of Dance
Mboka Mwilambwe, University Housing Services

Preview group
James Pancrazio, Department of Languages, Literatures, and Cultures
Aysen Bakir, Department of Marketing
Adilhan Spaulding, Department of Agriculture
Sharon Zeck, College of Fine Arts
Wendy Worthy, Mennonite College of Nursing
Samantha Potempa, Office of International Studies and Programs
Jean MacDonald, Milner Library
Gina Paxson, student representative, Department of Psychology, Honors Program
Thanees Rajandran, graduate student representative, Department of Information Technology

Academic affairs committee
Steve Croker, faculty-College of Arts and Sciences, Department of Psychology
Paula Crowley, faculty-College of Education, Special Education
Dan Elkins, faculty-College of Applied Science and Technology, School of Kinesiology and Recreation
Alycia Hund, faculty-College of Arts and Sciences, Department of Psychology
Lance Lippert, UCC faculty liaison-College of Arts and Sciences, School of Communication
Susan Kalter, faculty-College of Arts and Sciences, Department of English
Ed Stewart, faculty-College of Fine Arts, School of Art
Freddie Alvarado, student body president
Maureen Christianson, student
Seanna Fitzpatrick, student
Chris Kendrick, student
Jelmyar Mejia, student
Jon Rosenthal, provost associate

Administrative affairs and budget committee
Chad Buckley, faculty-Milner Library
Marie Dawson (NTT, faculty)-College of Business, Department of Accounting
Alan Lessof, faculty-College of Arts and Sciences, Department of History
Dan Liechty, faculty-College of Arts and Sciences, School of Social Work
Peter Smudde, faculty-College of Arts and Sciences, School of Communication
Kate Gallagher, student
Leah Urias, student
Dan Layzell, VP Finance and Planning
*Mardell Wilson, assistant vice president of academic fiscal management
*Additional member: membership composition does not include a provost designee

Faculty affairs committee
Michaelene Cox, faculty-College of Arts and Sciences, Department of Politics and Government

Mark Hoelscher, faculty-College of Business, Department of Management and Quantitative Methods
Martha Horst, faculty-College of Fine Arts, School of Music
John Huxford, faculty-College of Arts and Sciences, School of Communication
Marilyn Morey, faculty-College of Education, School of Teaching and Learning
Susan Thetard (FA), faculty-College of Education, University High School
Bryce Johnson, student
John Olsewski, student
John Baur, associate provost acting associate VP for research and graduate studies

Planning and finance committee
Nerida Ellerton, faculty
Mike Gizi, faculty
Daniel Holland, faculty
R.K. Jayaswal, faculty
Borinara Park, faculty
Daniel Rich, faculty
Summer Simmons (AP)
Lois Soeldner (CS)
Caleb Albo, student
Ellen Schumacher, student
Michael Stern, student
Ryan Trompeter, student
Jim Jawahar, associate provost

Rules committee
Peter Bushell, faculty-College of Fine Arts, School of Art
Mary Dyck, faculty-Mennonite College of Nursing
Lucile Eckrich, faculty-College of Education, School of Educational Administration and Foundations
Farzaneh Faezal, faculty
Don LaCasse, faculty-College of Fine Arts, School of Theatre and Dance
David Marx, faculty-College of Arts and Sciences, Department of Physics
Neil Dale, student
David Pequeno, student
Matthew Riley, student
Jessi Shapiro, student
Sam Catanzaro, provost designee

Student Government Association
Aaron Von Qualen, student trustee