Illinois State University

International Strategic Plan
Final Draft
2023-2028

ILLINOIS STATE
UNIVERSITY
Illinois' first public university.

ISU International Strategic Plan
2023-2028

Goal 1: Ensuring Strong International Enrollment and Student Success
Objectives:
1. Develop and implement a comprehensive *marketing and recruitment* strategy to increase international enrollment.
2. Maintain strong international student *retention and graduation rates.*
3. Enhance international *student engagement* on campus in and outside the classroom.

Goal 2: Advance Learning Experiences that Help Students Succeed in Global Society
Objectives:
1. Increase the number of, variety, and accessibility for students to participate in *study abroad programs.*
2. Infuse diverse perspectives into *the curriculum and co-curriculum* programs and initiatives.
3. Identify *creative opportunities* for students to engage in global learning abroad and at ISU.

Goal 3: Advance Learning Experiences that Help Faculty and Staff Succeed in Global Society
Objectives:
1. Increase the *number* of faculty and staff in international collaboration and exchanges.
2. *Create incentives and avenues to recognize* the internationalization efforts of faculty and staff.

Goal 4: Foster International Partnerships Offering Collaborative and Mutually Beneficial Opportunities
Objective:
1. Sustain and grow existing relationships with external international stakeholders.
2. Explore innovative avenues to identify new partnerships and build institutional relationships.

Goal 5: Involve More Faculty, Staff, and Students in Outreach, Engagement, and Research Opportunities Globally
Objective: Create new avenues to engage in international research, teaching, and service for students and faculty and build *awareness* of such opportunities.

Goal 6: Create a Centralized Unit to Facilitate Proposal Development, International Information Management, and Marketing
Objectives:
1. Provide support in identifying and writing effective international grant proposals for the Office of International Engagement (OIE) and ISU departments and schools.
2. Conduct information gathering, management, and analysis on various aspects of international programs to inform decision-making at various levels across the University.
3. Lead international marketing and communication activities for the OIE.

Goal 1: Ensuring Strong International Enrollment and Student Success

Objective 1: Develop and implement a comprehensive marketing and recruitment strategy to increase international enrollment

Strategies	Tactics	Resources	Responsible Parties
1. Establish a financial strategy to support international students	1. Consider on and off-campus sources. 2. Develop guidelines and establish tuition and fees incentives for recruiting international students and authorize implementation by the Office of International Engagement (OIE). 3. Identify financial aid areas where the central office can provide support (i.e., converted GPA scale/standardized tests/comparable selection criteria for academic/talent scholarships).		Office of the Provost Executive Director, OIE Graduate School
2. Develop a social media marketing and recruitment campaign	1. Develop multilingual marketing content for the following (not-inclusive list) social media platforms such as Facebook, Google, Instagram, YouTube, Snapchat, TikTok, Weibo (China), WeChat (China), WhatsApp, etc. 2. Develop a communication plan (from inquiry to on-campus arrival).		OIE will finalize a 5-year strategic plan starting in the Fall of 2022, for the years 2023-2028
3. Strengthen existing and develop new partnerships with international student recruitment agencies	1. Strengthen recruitment agency contracts. 2. Develop new recruitment agency contracts. 3. Identify accredited recruitment agencies (e.g., AIRC members). 4. Encourage advisers to participate in exploration visits with agencies.		OIE Office of the Provost General Counsel
4. Recruit international students domestically	1. Develop transfer agreements with community colleges and high schools that host international students. 2. Recruit F-1 and J-1 university and high school students. 3. Recruit ISU exchange students to become degree-seeking students. 4. Recruit ISU short-term visiting students.	Targeted recruitment budget	OIE
5. Recruit international students internationally	1. Recruit students for online programs. 2. Work with academic departments to offer online classes/programs. 3. Recruit through international educational fairs (e.g., Education USA). 4. Partner with exchange student organizations (e.g., Rotary Club) domestically and overseas (e.g., American Schools).	OIE budget	OIE 3rd party recruiters
6. Develop faculty and student mobility programs in partnership with foreign universities	1. Develop new and maintain existing exchange agreements.	OIE budget	OIE Study Abroad

7. Establish dual or joint programs with foreign universities	1. Determine capacity at departmental levels. 2. Provide financial incentives to academic departments/faculty.		OIE Departments/schools Other units
8. Conduct a feasibility study to set up a campus abroad	1. Set up a campus task force to explore this option.		Campus task force
9. Target local community and corporate support for internationalization	1. Approach local businesses (e.g., State Farm, Caterpillar, etc.). 2. Approach non-profit organizations.		OIE Foundation
10. Create a Global ISU tab on the landing page of the University website	1. Include all international operations, activities, and events. 2. Improve its content and navigation. 3. Include multilingual content.		OIE Orientation and Training Services (OTS) Web services
11. Encourage academic departments to become STEM certified	1. Change course content to be more STEM-related. 2. Encourage non-STEM programs to partner with STEM-related programs to offer dual degree programs.		OIE Departments/schools
12. Participate in the most appropriate global universities rankings to build ISU's global brand visibility	1. Explore various rankings and determine the most appropriate and effective ones (e.g., QS World University Rankings; Timed Higher Ed World University Rankings; Shanghai Jiao Tong Academic Ranking, etc.). 2. Identify the key metrics used by the selected Ranking(s) and work collaboratively with other units across campus to strengthen the application process and increase the likelihood of high placement.		OIE (the new proposed unit – see Goal 6)
13. Capitalize on the relationships with successful international alumni to boost international brand and recruitment efforts	1. Through the newly proposed unit (see Goal 6), create a network of successful international alumni interested in working with OIE, Alumni Engagement, and departments on marketing and recruitment efforts.		OIE (the new proposed unit – see Goal 6) Alumni Engagement Departments/units

Goal 1: Ensuring Strong International Enrollment and Student Success

Objective 2: Maintain strong international student retention and graduation rates

Strategies	Tactics	Resources	Responsible Parties
1. Define success for international students 2. Define, maintain, and expand international student retention 3. Define, maintain, and expand international student graduation rates	1. Conduct a survey of international alumni and current international students on critical success factors. 2. Develop a plan/means to acquire ready access to appropriate data to track students: prospect through alumni. 3. Establish an International Student Retention Committee (ISRC) on retention/graduation issues. 4. Expand international student representation in governance bodies. 5. Expand OIE representation on various committees across campus pertaining to retention and graduation rates/student success (e.g., CAST Connections).		OIE The newly proposed unit of OIE (see Goal 6) Student Success

Goal 1: Ensuring Strong International Enrollment and Student Success

Objective 3: Enhance international student engagement on campus in and outside the classroom

Strategies	Tactics	Resources	Responsible Parties
1. Engage international students in the Illinois State University community.	1. Expand student representation in governance bodies. 2. Partner with offices/units across campus, such as ISU Office of Student Research, Honors Program, Dean of Students/Student Involvement, Center for Civic Engagement, etc., to create new opportunities to effectively engage international students in and outside the classroom (see Goal 5, Strategy 5). 3. Provide incentives for domestic students to become involved in international activities. 4. Formalize socio-cultural programs for all international students (e.g., International Student Connections and Conversations). 5. Revitalize the English Language Partner program 6. Establish a chapter of the Phi Beta Delta Honor Society for International Scholars. 7. Create a writing center for international students. 8. Provide English Language support (tutoring and coursework) available to all international students: Learning Resource Center similar to the center in International Pathways.		Office of the Provost Academic Senate OIE University College UHS Student Success
2. Create and maintain a healthy living environment.	1. Improve mental health and wellness services; provide translation services and culturally appropriate student advising; educate on HIPPA/FERPA agreements and access. 2. Encourage engagement with the local community (International Friends).		Counseling Services General Counsel

Goal 2: Advance Learning Experiences that Help Students Succeed in Global Society

Objective 1: Increase the number of, variety of, and accessibility for students to participate in study abroad programs

Strategies	Tactics	Resources	Responsible Parties
1. Increase the number of and create the standards for ISU faculty-led study abroad programs	1. Allocate a set amount of annual funding for several faculty-led study abroad program development grants. Each program will incorporate a plan for sustainability with a justified outcome at the end of the funding year. 2. Create standards for faculty-led study abroad programs that include rigor in academics and culturally immersive opportunities. 3. Create incentives and avenues for recognition for faculty engagement in study abroad programs (see Goal 3, Objective 2).		OIE Academic advisors Career services ISAC Development Office
2. Partner with academic departments to support study abroad integration into the curriculum	1. Work with academic departments to develop plans of study to include study abroad options in the general education curriculum. 2. Work with academic departments to develop plans of study to include study abroad options in the academic unit's major curriculum.		OIE Academic departments Career services ISAC Development Office
3. Continue to offer financial support for students participating in study abroad programs via existing and new channels	1. Allocate a set amount of funding annually for study abroad scholarships. 2. Partner with the Development Office to secure scholarships for study abroad scholarships.	OIE funds Alumni contributions	OIE Academic advisors Career services ISAC Development Office
4. Partner with Career Services to offer the Going Global Employment Database	1. Allocate funding for the Going Global Employment Database (job and internship database).	OIE funds	OIE Academic advisors Career services ISAC Development Office

Goal 2: Advance Learning Experiences that Help Students Succeed in Global Society

Objective 2: Infuse diverse perspectives into the curriculum and co-curriculum programs and initiatives

Strategies	Tactics	Resources	Responsible Parties
1. Finalize ISU global learning outcomes	1. Identify effective means to define/specify the global learning outcomes (e.g., ISAC, working groups, committee, etc.) while allowing for shared governance. 2. Re-evaluate the existing data collected and proposed framework for contemporary application of global learning outcomes. 3. Explore the opportunity of awarding badges and/or certificates (e.g., Global Perspective Track) for completing a specified set of global learning outcomes.	OIE time and funds	OIE The newly proposed OIE unit (see Goal 6) Student Success/MIL General Education Committee AMALI University Housing Student Involvement
2. Partner with academic departments to integrate global learning outcomes into the curriculum	1. Identify informal opportunities for conversation, collaboration, projects, and other opportunities between international students, faculty and community member, and domestic students. 2. Meet with key stakeholders (deans, department chairs, or international studies representatives of departments) to brainstorm ideas for internationalization.		OIE ISAC
3. Partner with administrative units with affinity to OIE to integrate global learning into the co-curriculum and University policies and practices	1. Validate the OIE global learning outcome assessment rubric. 2. Require the integration of global learning outcomes in faculty-led study abroad programs that received OIE funding. 3. Partner with various units across campus to create and promote new opportunities for ISU faculty and students to engage in international research and extra-curricular opportunities (see Goal 5, Strategy 5).		OIE Study abroad faculty Student Success/MIL General Education Committee AMALI
4. Partner with the Center for Integrated Professional Development (CIPD) to promote and facilitate Interdisciplinary Working Groups addressing diversity and global issues	1. Work with CIPD to develop programs and secure funding to help faculty internationalize courses and design courses for international study. 2. Host periodic panels or presentations through CIPD on effective teaching and advising strategies for domestic and international faculty (e.g., tips for teaching international students; strategies for international faculty to be successful in an American classroom).		OIE CIPD
5. Identify local opportunities that support global and international education and initiatives	1. Connect and collaborate with student organizations that promote global learning opportunities within the local community. 2. Expand the website promoting internationalizing majors to include existing and new opportunities for students to pursue.		OIE

Goal 2: Advance Learning Experiences that Help Students Succeed in Global Society

Objective 3: Identify other opportunities for students to engage in global learning/experiences abroad and at ISU

Strategies	Tactics	Resources	Responsible Parties
1. Provide opportunities for student involvement in international experiences without leaving the ISU campus	1. Develop and promote virtual study abroad experiences. 2. Increase the number of international scholars on campus. 3. Host seminars on international topics. 4. Develop student-to-student international conversations (via Zoom). 5. Host international fairs, art, and musical events. 6. Designate months as continent recognition months and have events to promote those continents.		
2. Establish dual or joint degree programs with foreign universities	1. Determine capacities at departmental levels. 2. Provide financial incentives to academic departments/faculty.		OIE Departments/schools Other units
3. Partner with ISU centers to create opportunities for international service-learning and civic experiences	1. Collaborate with the Center for Civic Engagement to establish mutually beneficial projects and initiatives at least annually.		OIE Academic advisors Career services ISAC Development Office

Goal 3: Advance Learning Experiences that Help Faculty and Staff Succeed in Global Society

Objective 1: Increase the number of faculty in international collaboration and exchanges

Strategies	Tactics	Resources	Responsible Parties
1. Enhance the Visiting Scholar program	1. Market the Visiting Scholar program to new and existing international partners. 2. Include the quality of the visiting scholars' experience at ISU as part of the success metrics.		OIE Academic departments Office of the Provost
2. Create an OIE Faculty Fellows program to grow internationalization efforts and their visibility on the ISU campus	1. Identify the purpose and outcomes of the Faculty Fellows program. 2. Identify active domestic and international faculty to serve as OIE Faculty Fellows. 3. With the help of OIE Faculty Fellows, organize and host the International Ideas Circle/Coffee Hour to brainstorm internationalization and partnership ideas with faculty across campus regularly.		OIE Academic departments Office of the Provost
3. Partner with academic departments to integrate MDI participants into the academic and cultural life of the University	1. Approach relevant academic departments to integrate MDI participants into their academic life. 2. Create a visibility and value campaign that provides information to colleges, departments, faculty, staff, and students.		OIE Academic departments Office of the Provost
4. Increase participation in the Fulbright Program	1. Create a visibility campaign for students, faculty, and alumni to promote Fulbright opportunities. 2. Encourage academic units to recognize faculty participation in Fulbright Program in the departmental ASPT document.		OIE Academic departments Office of the Provost Fulbright representative at ISU
5. Diversify faculty and staff by improving the hiring process for international candidates	1. E-Verify designated schools. 2. Enhance HR training on the international faculty hiring process. 3. Encourage search committees to internationalize faculty candidate pools.		OIE General Counsel

Goal 3: Advance Learning Experiences that Help Faculty and Staff Succeed in Global Society

Objective 2: Create incentives and avenues for recognition for faculty and staff engaged in internationalization efforts

Strategies	Tactics	Resources	Responsible Parties
1. Support and encourage ISU faculty and staff to engage in international initiatives	1. Provide sufficient funding (e.g., travel and publication grants) and recognition of efforts (e.g., assign significant weight to these activities in the faculty evaluation process; course releases) to present their work internationally and engage in short-term faculty international exchanges.		OIE Office of the Provost/Associate VP for Academic Fiscal Management Office of the Provost/Associate VP for Academic Administration Academic units
2. Recognize ISU faculty and staff for involvement in international activities	1. Revise ASPT policy to make involvement in international activities a requirement for P/T and merit evaluation. 2. Develop a compensation policy for faculty involved in study abroad programs. 3. Designating research awards for meaningful engagement in international projects.		OIE Office of the Provost/Associate VP for Academic Fiscal Management Office of the Provost/Associate VP for Academic Administration Academic units
3. Place a stronger emphasis on the importance of the internationalization of the University curricular	1. Reward academic units for pursuing and supporting internationalization efforts in their units. 2. Increase emphasis on curricular internationalization via the program review process for all academic units.		OIE Academic Departments Office of Provost/Assistant VP for Academic Planning.

Goal 4: Foster International Partnerships Offering Collaborative and Mutually Beneficial Opportunities

Objective 1: Sustain and grow existing relationships with external international stakeholders

Strategies	Tactics	Resources	Responsible Parties
1. Partner with ISU colleges and departments/units to develop meaningful faculty, staff, and student exchanges	1. Pursue strategic academic partnerships (joint or dual degrees) with universities abroad to create faculty, staff, and student mobility programs. 2. Explore the establishment of the ISU campus in various global locations. 3. Pursue strategic partnerships with non-academic organizations.	OIE staff time OIE funds	OIE Academic colleges/ departments/units Alumni Engagement
2. Partner with academic units to develop and deliver revenue-generating programs and services	1. Expand the offering of various short-term non-credit-bearing programs such as the American Studies Program.	OIE staff time	OIE Academic and non-academic units
3. Partner with Alumni Engagement to cultivate relationships with international alumni to support global initiatives	1. Plan, execute and evaluate revenue-generating programs and services for domestic and international alumni (e.g., Alumni/Alternative Breaks Abroad). 2. Increase funding of OIE foundation accounts. 3. Capitalize on the international alumni network for non-financial assistance (e.g., logistics when traveling abroad).	OIE staff time	OIE Newly proposed unit of OIE University Advancement Alumni Engagement

Goal 4: Foster International Partnerships Offering Collaborative and Mutually Beneficial Opportunities

Objective 2: Explore innovative avenues to identify new partnerships and build institutional relationships

Strategies	Tactics	Resources	Responsible Parties
1. Partner with international learning organizations that meet mutual interests across departments/colleges	1. Hire area specialist(s) (similar to the existing Asia Initiatives unit) to locate and promote programs. 2. Increase faculty involvement in promoting relationships with international partners/coauthors or other international connections. 3. Send OIE staff to international networking meetings (e.g., NAFSA). 4. Encourage participation in international grant writing opportunities that may connect ISU to other similarly minded institutions. 5. Reinvigorate/rebuild the global listserv to include external opportunities for faculty to be aware of globally focused grants. 6. Biennial update and improve sortable lists of international connections of faculty/staff across campus (e.g., language, places of experience, research areas, research partnerships, etc.).	OIE staff time and funds	OIE OIE ISAC Newly proposed unit of OIE (see Goal 6)
2. Seek collaborative partners to share international endeavors with other universities (within IL and outside IL)	1. Host an IL universities international conference for faculty and OIE staff to share ideas and build connections. 2. Create a database of partnerships/programs of other international endeavors across IL.	OIE staff time and funds	OIE Newly proposed unit of OIE (see Goal 6)

Goal 5: Involve More Faculty, Staff, and Students in Outreach, Engagement, and Research Opportunities Globally

Objective 1: Create new opportunities to engage in international research, teaching, or service for students and faculty and build awareness of such opportunities.

Strategies	Tactics	Resources	Responsible Parties
1. Promote and encourage international service-learning programs	1. Identify initiatives and outcomes such as service-learning projects beneficial for OIE, the Center for Civic Engagement, faculty, staff, and students. 2. Allow such activities to be credit-bearing opportunities for students. 3. Through collaboration between OIE and the Center of Civic Engagement, identify effective avenues to promote such projects and raise their visibility on campus.	Office of the Provost Center of Civic Engagement OIE staff time and funds	OIE Newly proposed unit of OIE (see Goal 6) Center of Civic Engagement
2. Enhance the ability of members of the University community to engage with each other, internal and external resources, and international partners	1. Establish the OIE Discover Program in partnership with institutions abroad. 2. Intentionally engage with first-year students to build awareness of such opportunities early in their academic career (e.g., Pen Pals, inviting Zoom guest speakers). 3. Explore various channels of such engagement (e.g., IDS 128 Thriving in College Career and Beyond).		OIE
3. Continue the OIE partnership with the Fulbright Student Program	1. Allocate a set amount of funds annually to support the Fulbright Student Program Advisor with a justified outcome at the end of the funding year.	OIE	OIE Fulbright Student Program Advisor
4. Continue the OIE partnership with the Fulbright Faculty Program	1. Allocate a set amount of funds annually to support the Fulbright Faculty program Advisor with a justified outcome at the end of the funding year.	OIE	OIE Fulbright Faculty Program Advisor
5. Partner with various units across campus to create and promote new opportunities for ISU faculty, staff, and students to engage in international research, teaching, and service.	1. Identify and allocate funding to support a selected number of such projects with a justified outcome at the end of the funding year (e.g., the Office of Student Research). 2. Promote these opportunities via various channels such as ISU Office of Student Research, Honors Program, Dean of Students/Student Involvement, Center for Civic Engagement, Career Services, and OIE. 3. Promote such opportunities at the career fairs and as part of the career advising/workshops.	Office of Student Research OIE	Office of Student Research OIE Honors Program Dean of Students/Student Involvement Career Services Center of Civic Engagement

Goal 6: Create a Centralized Unit to Facilitate Proposal Development, International Information Management, and Marketing

Objective 1: Provide support in identifying and writing effective international grant proposals for the OIE and ISU Departments and Schools.

Strategies	Tactics	Resources	Responsible Parties
1. Gather and provide international grant writing resources and assistance for faculty and staff	1. Collaborate with other units on campus to pool resources that will help faculty and staff identify appropriate international grant proposals (e.g., RSP, Fulbright coordinator, Stevenson Center). 2. Provide information and organize grant writing workshops and deliver other technical assistance specifically targeting international grants.		OIE RSP Fulbright coordinator Stevenson Center

Goal 6: Create a Centralized Unit to Facilitate Proposal Development, International Information Management, and Marketing

Objective 2: Conduct information gathering, management, and analysis on various aspects of international programs to inform decision-making at various levels across the University.

Strategies	Tactics	Resources	Responsible Parties
1. Provide timely data for decision-making and policy development on campus.	1. Maintain the database of international engagement (e.g., students, visitors, scholars, study abroad, faculty connections/initiatives abroad, partnerships) for various purposes (e.g., program review). 2. Monitor and evaluate partnerships developed throughout campus with international universities and organizations. 3. Conduct a periodic survey to gather the needed information (e.g., an international student survey on key motivators to come to ISU, engagement efforts, and students' perception of critical success factors while in college; ISU faculty and staff survey to understand the perception of internationalization efforts on campus, etc.). 4. Provide data to periodically evaluate progress on key strategic directions of internationalization as described in "Educate • Connect • Elevate" and the ISU International Strategic Plan. 5. Periodically evaluate the degree of involvement of ISU International Alumni in ISU's internationalization efforts.	OIE staff time and funds	OIE Newly proposed unit of OIE

Goal 6: Create a Centralized Unit to Facilitate Proposal Development, International Information Management, and Marketing

Objective 3: Lead international marketing and communication activities for the OIE

Strategies	Tactics	Resources	Responsible Parties
1. Establish this unit as a responsible party for OIE's international marketing and communication activities	1. Develop effective means of marketing and communication to represent ISU when meeting foreign partners abroad or hosting domestically (e.g., catalogs, flyers, social media). 2. Publish periodicals (e.g., blogs, newsletters, and magazines) on global activities involving ISU and the Bloomington-Normal community. 3. Maintain the website and update its content in a timely manner. 4. Partner with the Alumni Engagement to re-energize the existing International Alumni network and identify opportunities to cultivate productive relationships.	OIE staff time and funds	OIE