We begin the 2011-12 year-end report with an appreciation of the strong support President Wiewel has demonstrated for the recently completed Strategy for Comprehensive Internationalization: 2012-2020 (SCI), which prioritizes the objectives and actions that further enrich PSU’s commitment to international efforts. We are pleased to have collaboratively developed – with campus-wide feedback – a robust blueprint for PSU’s internationalization future. Over the 2011-12 academic year, the internationalization Council (IC) has made significant progress on implementing 3 of the 6 focus areas of the SCI, including creating inventories/asset maps of international or regional expertise across campus (such as for China, Vietnam and the Middle East); creating initiatives with measurable outcomes of how to increase the presence of international students on campus; and developing structures and processes for sustaining campus-wide involvement. These recent accomplishments in PSU’s internationalization efforts provide further assurance and dedication to continuing to provide our help and expertise in the internationalization of PSU during this dynamic period of change. This report summarizes some of our accomplishments over the past year, actions taken, and offers an agenda for the IC to pursue during the 2012-13 year.

Accomplishments

The first of the accomplishments for the AY 2011-12 is the ratification of the Strategy for Comprehensive Internationalization: 2012-2020 (SCI) as PSU’s official vision of future internationalization efforts. The SCI was over two years in the making and the ratified vision includes the campus-wide feedback received during 2010-11, which highlighted a need for developing an implementation plan for each of the six priority areas. During the summer and fall terms, we considered and evaluated all the comments for inclusion in the revised draft of the SCI, and addressed concerns by clarifying several phrases or referring to other university-wide documents. We have also started to develop an implementation plan that for three of the six priority areas by identifying specific short and long-term actions, and respective structures for addressing the responsibility of its implementation.

The IC has reviewed the revised draft of the SCI, and in our meeting on January 24th, 2012, voted to endorse the document as PSU’s official document for campus internationalization. The vote of the IC is further supported by the fact that the chair of the IC, Vivek Shandas, presented the document at faculty senate (November 7th, 2011) and received no objections regarding its approval. As a result, through the winter and spring, the IC developed action items for three of the priority areas: Student Learning, Faculty Research, and Leveraging Global Engagements. An action plan for each of the three priority areas is included in Appendix of this document. By focusing on these three priority areas, the IC is able to outline an implementation plan and offer
a model for developing actions items for the other three priority areas (Institutional Infrastructure Priority, Internationalization the Local Region Priority, and Mobilizing International Alumni Priority).

Another part of developing an implementation plan for the SCI, was the creation of a systematic inventory of the strengths in the geopolitical areas of the globe that warrant immediate and detailed engagement. The two highlighted in the SCI are: the Middle East and East Asia. During spring term, members of the IC developed asset maps for countries within each of these areas, including China, Vietnam, and the Middle East as a whole. These asset maps aim to serve three roles in the implementation of the SCI: (1) to identify the strengths at PSU for deepening connections to organizations and people in these regions; (2) to develop thematic areas of expertise, which can help to advance research and curricular efforts with these regions; and (3) to offer a resource for current and future faculty who want to expand their research, curricular interests to these regions. The asset maps will be available on the OIA’s website, and will be updated periodically.

Finally, internationalization efforts at PSU have garnered local and national attention over the past academic year. The first represents a team of Intel Vietnam scholars in the Electrical and Computer Engineering department who won the Cornell Cup. The Cornell Cup is a college-level embedded design competition created to empower student teams to become inventors of the newest innovation applications of embedded technology. Having the Intel Vietnam scholars win this cup is a recognition that students at PSU are engaging innovative and nationally-recognized competitions, while bringing attention to a program that has exemplifies PSU’s international strengths. More locally, the IC has worked to develop strategic alliances with existing campus efforts, notably the Institute for Sustainable Solutions, and the Diversity Action Council. By supporting the goals of creating a diverse and sustainable campus (and region), the IC has established connections that help to foster discussions and leverage ways for integrating the multiple objectives currently underway at PSU. We anticipate that through the next year, the IC will continue to deepen these connections with campus initiatives.

Goals for the AY 2012-2013

While many of the primary efforts of the AY 2011-2012 focused on addressing the feedback from the SCI, and developing action items for implementation of the vision, the coming year will have to examine closely the relationship between the Provost’s office and the IC. Members of the IC stand ready to provide guidance, expertise, and support for the two transitions that will occur in the coming year: a new Provost, with whom we will work closely for the implementation of the SCI; and further clarification on the role of the Vice Provost of International Affairs, which is a position that is essential for the operation of the Office of International Affairs. As seminal campus organizations, OIA and the IC will need to lead internationalization efforts during the coming year, including the oversight of the implementation of the SCI. The IC will begin the next academic year with a fall retreat that allows new IC members to meet existing ones, and to establish a common agenda for the academic year.
In summary, the IC stands ready to help guide and support the campus in internationalization matters into the future. We will continue to encourage the campus community to look to the institutional memory of the IC members to support campus-wide leadership in internationalization as PSU accelerates its international reputation and presence.

Appendices

Action Plans for Three Priority Areas

(1) Student Learning Priority

“Prepare all students as globally responsible citizens with real-world capabilities through the creation of a superior international intellectual environment that provides a full range of opportunities for global and intercultural engagement.”

With the above goal in mind, the goal was to further integrate international students and domestic students at PSU.

The subcommittee worked on nine actions, as follows:

Actions:

1. Increasing opportunities for exchange between domestic and international students through expanding the Global Village (GV) residence hall international experience. We met in early 2012 with Global Village staff and shared our concerns regarding the obstacles to a successful program (too early deadline, inadequate marketing/communication to international students, very expensive program). GV for Fall 2012 has been moved to a less expensive residence hall, the deadline for application was extended to a later date, and International Admissions has been marketing this opportunity to all newly-admitted international students. University Studies faculty will be involved in a GV intercultural training in the fall.

   Structures/Responsibility: Intl Student and Scholar Services’ Student Life Team; Residence Life staff; Global Village staff, University Studies Global Studies theme faculty; Diversity Action Plan Section G Coordinators

2. Expanding the International Student Mentor Program (ISMP) to reach more domestic and international students, and expand the ISMP training program. We met with Jill Townley (ISMP coordinator) to learn more about the program and its scope and budget. We learned that she hopes to recruit 40 mentors who will be paid a $500 stipend each, and that they will mentor 300 new international students. Her main concern is that she has adequate funding to run the program because $20,000 allocated will go to pay stipends, leaving her without resources for training and running the program. We need to connect Jill to potential mentors from the Education Abroad

**Structures/ Responsibility:** Intl Student and Scholar Services’ Student Life Team; OIA budget office; Diversity Action Plan Section G coordinators

3. **Improving data-gathering and assessment information to give us a better idea of international student engagement, retention and satisfaction**

During this year, 4 surveys were administered. One survey of OISSS (Office of International Student and Scholar Services) staff and services was completed, which generally rated OISSS positively; Three PSU benchmark student satisfaction surveys including an oversampling of international students was completed in May through EMSA, but only 32 international students responded (the survey had 183 questions); OISSS will resurvey international students in the fall, using some of the benchmark questions. OISSS has begun working with the new data officer in OIRP to gather a cohort of international student data in fall 2012 using the Cognos, the new data system.

**Structures/ Responsibility:** Intl Student and Scholar Services; Office of Institutional Research and Planning data office; Enrollment Management and Student Affairs assessment director; CIRR (Committee on Recruitment and Retention) data subcommittee members; Diversity Action Plan section G coordinators

4. **Providing support to faculty to facilitate better teaching and intercultural engagement with domestic/international students in an international classroom, aka “creating global competencies in the classroom”**

This is a priority to work on in 2012-13.

**Structures/ Responsibility:** Center for Academic Excellence; Diversity and Inclusion Office; Diversity Action Plan Section B coordinators

5. **Increasing opportunities for departments to invite and host visiting international faculty and scholars who will contribute to a globalized curriculum for students**

This priority is on hold, awaiting clarification of budget resources, especially resources from Summer Session which currently fund the summer International Visiting Professor Program

**Structures/ Responsibility:** Intl Student and Scholar Services’ Scholar Advisor; Summer Session; Diversity Action Plan Section F coordinators, Sustainability initiative

6. **Expanding outreach to local communities who can contribute to the international learning of place-bound students**

Confucius Institute, Institute for Asian Studies, Middle East Studies Center all work with community and have community outreach missions. Can we connect PSU students with their programming/speakers/events? This is a priority for 2012-13
Structures/Responsibility: Confucius Institute, Institute for Asian Studies, Middle East Studies Center

7. **Seeking out/developing scholarships for study abroad, with the objective of increasing access and opportunity to participate in study abroad programs:** (impacts domestic students only)

   The Education Abroad Office (EA) initiated a PSU Foundation account for scholarships in April which currently has $550 in it. EA is working with the Development office to get a line item account in the PSU staff/faculty giving campaign. This is a priority for 2012-13.

   **Structures/Responsibility:** Education Abroad Director, Vice Provost for International Affairs, PSU Foundation Office, PSU development officer with international responsibilities, Diversity Action Plan Section A coordinators

8. **Expanding the Waseda transnational programs which offer unique opportunities for Japanese students and American students to learn together**

   The Waseda program is shifting from external administration to being internally located and managed in OIA. Waseda program director Sally Mudiamu has been holding informational meetings with colleagues and programs across campus to look for development/marketing opportunities and synergies. This is a priority to support in 2012-13.

   **Structures/Responsibility:** OIA, IELP (Intensive English Language Program), International Admissions, School of Business Administration, Diversity Action Plan

9. **Promoting the Cultural Ambassador Program as a resource to PSU**

   The program has refined its structure over the past year and evolved rapidly. Currently they are 83 Cultural Ambassadors who come from 23 different countries: Austria, China, Cambodia, France, India, Indonesia, Japan, Kenya, Libya, Mexico, Mongolia, Morocco, Nepal, Germany, Qatar, Saudi Arabia, South Korea, Syria, Thailand, Taiwan, Turkey, United Arab Emirates, and Vietnam. They are passionate to share their positive experience at PSU and volunteer to help administrators, staff, faculty, departments, and students. Cultural Ambassadors promptly responded to 7 requests in the past 4 weeks.

   **Structures/Responsibility:** Alumni Office, OISSS, http://www.pdx.edu/alumni/cultural-ambassador-program, features member profiles, request system

   Finally, it is worthwhile mentioning that PSU’s Diversity Action Plan list most of the above items as a priority as well.

   **(2) Faculty Research Priority**

   “Recognize and support international accomplishments of faculty and staff through meaningful research, excellent teaching and community engagement both locally and abroad.”
To this end, the table below fleshes out specific objectives within this priority, and includes actions, and potential structures/responsibilities for implementing these actions.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objectives</th>
<th>Actions</th>
<th>Potential Structure/Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Research</td>
<td>Increase university recognition of the importance and significance of faculty research on international issues</td>
<td>Inventory current faculty research activities based on geopolitical regions.</td>
<td>ORSP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inventory academic units to determine how international activities figure into promotion and tenure.</td>
<td>OIRP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organize high profile events that feature PSU faculty research on international issues.</td>
<td>Intl Council</td>
</tr>
<tr>
<td>Recognize and support internationally focused faculty research and engagement</td>
<td>Encourage faculty to develop international research components that link up to their current local or nationally focused research agendas</td>
<td>Develop projects/working groups around thematic issues such as environment or sustainability that combine faculty with a range of topical and international expertise</td>
<td>OIA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Identify current cooperative agreements with foreign universities that have potential for shared research projects and begin to explore possibilities for cooperative research</td>
<td>ORSP</td>
</tr>
<tr>
<td></td>
<td>Expand <strong>sources</strong> of financial support for internationally focused research and engagement</td>
<td>Organize workshops that help faculty identify and apply for common sources of support for international research such as Fulbright, etc.</td>
<td>OIA Development ?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Work with the Institute for</td>
<td></td>
</tr>
</tbody>
</table>
(3) Leveraging Global Engagements Priority

“Develop a two-pronged global engagement approach that leverages the university’s long-term engagements in East Asia and the Middle East, while concurrently deepening the emergent strategic partnerships in Southeast Asia (Vietnam) and Latin America (Mexico) as well as exploring the prospect of making South Asia (India) and Brazil other priority regions.”

Global engagement means that the university will have to build active partnerships inside different regions of the globe. Two sets of partnerships are essential. The first are academic, building bridges with other universities and recruiting international students. PSU has already made significant strides with these initiatives. It is in the second category of policy partnerships that it now needs to focus more attention. Policy partnerships aim at collaborations with regional governments, businesses, and NGOs. These projects are vital for raising the academic profile of PSU and fostering successful campaigns for university development.

Before PSU can make progress on this latter front, it needs to find out what its prospective policy partners might want from us. Discussions with key stakeholders, such as international alumni networks and Portland businesses operating abroad, would be most effective in steering us towards the right organizations and officials and in providing necessary advice and intelligence on the ground.

The university cannot do everything at once. It needs to make three fundamental decisions so that scarce resources can be most wisely allocated:

1) PSU needs to ‘brand’ itself and find a suitable policy niche abroad. The university’s current emphasis on sustainability studies is quite promising, but requires a more precise definition. This decision ought to be consciously guided by a frank evaluation of all our assets across the campus;

2) PSU will have to make hard choices about which units are most ready to engage in international projects. In the short term, support ought to go to a ‘first wave’ of departments and programs which are already capable of operating abroad. Other
units interested in this initiative can join a ‘second wave’ as the university builds further partnerships and finds new opportunities;

3) PSU cannot launch policy partnerships across the globe. In the short term, it needs to prioritize some regions over others. The current commitment to the Middle East and East Asia seems most realistic as a first step, and most likely to bring dividends to our development campaign and academic profile.

To better inform the decisions that the university will have to make about global engagement, the IC would point towards one of the most significant steps taken in the past year: the creation of campus asset maps for the Middle East and East Asia (including ongoing projects in Vietnam).