Strategy for Comprehensive Internationalization 2012-2020

Achieving Global Excellence on Campus and with the Community

‘Dream’ Quote for President Wim Wiewel –

"For a modern urban university, a global perspective extending across campus and into the community (writ large) is an essential pillar for excellence in scholarship, teaching and service. The interdependent and interconnected nature of our most pressing local challenges requires nothing less than comprehensive internationalization linking every dimension of the campus with the community.”
Table of Contents

Vision for Comprehensive Internationalization from 2012 to 2020

Portland State University’s International Mission

Portland State University’s International Character, Values and Assets

Strategic Internationalization Priorities, Initiatives and Metrics

Accelerating and Leveraging Global Excellence on Campus
   1. Student Learning Priority
   2. Faculty Research Priority
   3. Institutional Strengthening Priority

Accelerating and Leveraging Global Excellence with the Community
   4. Internationalizing the Local Region Priority
   5. Leveraging Global Engagements Priority
   6. Mobilizing International Alumni Priority

Leadership Roles for Strategy Implementation

- President
- Provost
- Vice Provost for International Affairs
- Deans (TBD)
- Internationalization Council (TBD)
- International Centers and Institutes (TBD)
- Department/School Directors (TBD)
**Vision for Comprehensive Internationalization from 2012 to 2020**

Portland State is the proud recipient of the 2009 Senator Paul Simon Award for exemplary campus internationalization. This accomplishment underscores our values as a university and highlights significant contributions by Portland State faculty, students, and staff on multi-disciplinary projects that address international issues in many world regions, including Asia, the Middle East, Latin America, Europe and Africa. Receipt of the Simon Award is the culmination of a decade-long effort to pursue the goals of internationalization, “the process of integrating an international, intercultural, or global dimension into the teaching, research, and service functions of postsecondary education”.  

PSU now has an opportunity to consolidate and extend its progress. In the period from 2012-2020, we will pursue a new vision for comprehensive internationalization by becoming a university that integrates an international dimension into our scholarship, teaching and service activities both on campus and in the local and global community. Our vision is to become a university that:

- prioritizes research, teaching, and community partnerships that are globally significant and regionally focused;
- acknowledges the powerful global role and responsibility that public urban universities can play in the internationalization of higher education and the sustainable development of urban life, at home and around the world; and
- identifies the interdependent relationship between campus and community as a priority of a premier urban academic institution focused on both engagement and research.

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1 On 10 March 2009, PSU was awarded the Senator Paul Simon Award for Exemplary Internationalization Efforts, see: [http://www.nafsa.org/press_releases/sec/press_releases.pg/itc2009anne](http://www.nafsa.org/press_releases/sec/press_releases.pg/itc2009anne) PSU counts among its recent national projects such important collaborations as: the American Council on Education’s *Global Learning for All* (2002-06); the American Association of State Colleges and Universities’ *Global Access Project, GAP* (2002-04); the American Council of Education’s *Assessment Study of International Learning Outcomes* as part of a Fund for the Improvement of Postsecondary Education (FIPSE) grant (2005-08).


3 Our vision builds on Portland State’s nationally recognized reputation for exemplary community-based learning partnerships. For the last seven years, PSU’s community-based learning curriculum is among the best in the nation according to U.S. News & World Report (USNWR). PSU is ranked among the top public institutions nationally under the section “Choosing a School. Programs to look for” in four categories: First-year Experience, Senior Capstone, Learning Communities and Service Learning. PSU’s most recent award is Jimmy and Rosalynn Carter Partnership Award for Campus-Community Partnerships: [http://www.pdx.edu/cae/jrc_partnership.html](http://www.pdx.edu/cae/jrc_partnership.html).

4 “Portland State University—An Engaged Urban Research University: A Campus Briefing”, based on a consultative visit and reports by David Perry, Associate Chancellor, University of Illinois at Chicago. Pdf 4 June 2009.
Pursuit of a vision for comprehensive internationalization requires a fundamental re-orientation of our thinking and practice. The vision we embrace:

- recognizes that comprehensive internationalization is not only something that happens to the campus but is an active agent in shaping the partnerships across campus and our metropolitan community; and
- requires that we identify the synergy within and between the campus and the community in order to understand the complexities associated with global interdependence.

Two challenges need to be addressed for comprehensive internationalization of the University to be realized. The first is that it be approached in a strategic manner that aligns international priorities with our institutional resources. Second, for a modern urban university, a global perspective extending across campus and into the community (writ large) needs to be recognized as an essential pillar or foundation for excellence in scholarship, teaching and service. The interdependent and interconnected nature of our most pressing local and global challenges and their yet to be discovered solutions requires nothing less than an approach to comprehensive internationalization that links every dimension of the campus with the community.

Comprehensive internationalization contributes directly to the University’s vision and the Five Themes that President Wiewel has identified for Portland State.

- The University vision is to be an internationally recognized urban university known for excellence in student learning, innovative research, and community engagement that contributes to the economic vitality, environmental sustainability, and quality of life in the Portland region and beyond;
- President Wiewel’s five thematic priorities shape our work at PSU and include: Provision of Civic Leadership through Partnerships, Commitment to Improve Student Success; Achieving Global Excellence; Enhancing Educational Opportunity; and Expanding Resources and Improving Effectiveness.

There is a particularly profound relationship between the University’s vision for comprehensive internationalization and the theme of Achieving Global Excellence, ‘to distinguish the institution nationally and internationally through the accomplishments of its faculty, reputation of its programs, and preparation of its students for the global economy’. In the words of the President and the Provost, the Global Excellence theme, ‘captures our goal to advance selected programs that distinguish us and increase innovative scholarship that

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6 Ibid. As articulated by Indiana, internationalization is, “the wise, informed, and responsible engagement of students, faculty, staff, and the institution itself in the global networks that shape us all.” “It….. rest(s) on an institution’s: connections with the broader world; engagement in the global construction of knowledge; exercise of cross-cultural skill and competence; and sense of civic responsibility, both locally and globally.”

7 Source: PSU Webpage

8 http://www.pdx.edu/president/blueprint. And as found on PSU webpage.
addresses regional issues and has global significance. Achieving global excellence also calls attention to the critically important connections among internationalization, diversity, and sustainability as University priorities by placing emphasis on the fact that by its very nature, diversity and sustainability efforts have a global dimensions.

Portland State University’s International Mission

Portland State’s international mission is to support interdisciplinary research and professional training on global issues, to foster greater international exposure for students, faculty, staff, and the community, and to provide leadership on the pursuit of strategic partnerships across campus and between the campus and the local, regional, national and international community that contribute to global awareness and understanding. This mission is central to the University’s ability to enhance the region’s capacity to succeed in a globally competitive world.

Each of Portland State’s seven colleges and schools is a leader in the community for developing and implementing the University’s Internationalization Initiative and Strategy. The Internationalization Council (IC), in collaboration with the Office of International Affairs (OIA), facilitates and coordinates cross-campus and cross-community discussion and prioritization of the University’s international activities. OIA’s primary responsibilities on behalf of the University’s international mission include providing support for: international students, PSU students seeking to study or pursue internships abroad, faculty engaged in international scholarship, visiting international professors, and internationally oriented community/university partnerships. In recognition of the University’s international research, education, and service mission, OIA supports the University’s internationally oriented Institutes and Centers (Middle East Studies Center, Center for Turkish Studies, Institute for Asian Studies, the Confucius Institute, and Center for Japanese Studies). The IC is appointed by the Provost and includes representatives of the faculty, staff and student body. As an urban university with a mission to pursue research and community engagement, the Council has an explicit responsibility to address the imperative of global literacy in partnership with the community in which we are located.

Portland State University’s International Character, Values and Assets

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9 Five Guiding Themes, Fall Symposium, PSU, Office of Academic Affairs (power point), September 2008.

10 PSU and Coraggio Group, “Strategic Plan: Portland State University Center for Sustainable Practices and Processes; Application of Miller Grant Funds”, 31 March 2009; updated 5 June 2009. Portland State’s approach to sustainability is shaped by The James F. and Marion L. Miller Foundation challenge grant of $25 million, the largest gift in the history of Portland State University and perhaps the largest single gift to sustainability in U.S. higher education history. See, http://www.investinportland.org/
Portland State’s International Character

Throughout Portland State’s history, the University has demonstrated a commitment to international education. In the last academic year, the University celebrated the 50th and 25th anniversaries, respectively, for the Middle East Studies Center and the International Studies Program. Over the past decade years, since 1999, and in tandem with the priorities of the community in which we live, the University has prioritized international education through creation of a university-wide initiative for internationalization. We have been recognized for our work: in 2005, the American Council on Education observed that, "PSU has made significant accomplishments in internationalization that constitute a solid foundation upon which to broaden and deepen the international dimensions of teaching, learning and service"; in 2009, Portland State is the proud recipient of the 2009 Senator Paul Simon Award for exemplary campus internationalization.

A commitment to internationalization is a particularly important example of PSU’s international character. The Internationalization Initiative seeks to connect the PSU campus community with the global community through research, study, and partnerships. The initiative grew out of discussion led by the President’s Office beginning in 1999, leading to the formation of an Internationalization Action Council in 2002 for the purpose of formulating a set of internationalization goals for the University. The Action Council was reorganized as an Internationalization Council (IC), appointed by the Provost, in 2007. In the period since 2002, and with input from the Deans and other international experts in the faculty and staff, the IC and OIA created: an Internationalization Action Plan; an Internationalization Strategy Brochure; a White Paper on the Intersection of Internationalization and Sustainability; a Middle East Strategy; and a Strategy for Comprehensive Internationalization: 2010-2015.

Through these efforts, substantial progress has been made in pursuit of the five internationalization goals identified by the Internationalization Council12:

- **GOAL 1**: Increase opportunities for every PSU student to have meaningful contact with other cultures through our academic curriculum; study abroad opportunities; distance learning through the use of technology; international students; faculty visiting our campus; all other aspects of the campus environment; and community-based learning opportunities.
- **GOAL 2**: Develop University policies and procedures that encourage leadership and innovation in the creation and delivery of a world class international education.
- **GOAL 3**: Increase opportunities for PSU faculty and staff to incorporate international dimensions into their teaching, scholarship, and professional development.
- **GOAL 4**: Build on Oregon and Southwest Washington’s emerging sense as places with an international character and with critical links to the rest of the world.
- **GOAL 5**: Strengthen PSU’s ties with its international alumni to develop their support of our international vision and mission.

In support of the Internationalization Initiative’s goals, the University provides, through the Office of International Affairs, support services to students, faculty, and staff, including administration of a fund for research and curriculum development offered through annual Internationalization Mini-grant Awards.

**Portland State’s International Core Values**

- PSU values fostering dialogue on the most intractable and urgent global issues of our time, be they cultural, social, economic, or environmental;

- PSU values the critically important learning that can occur at the intersection of internationalization and multicultural education, at home and abroad;

- PSU values the contribution that all members of the campus community, including faculty, students, and staff and aims to make to the formulation of a transparent and collective process of creating strategic goals for comprehensive internationalization;

- PSU values the principle that widespread discussion and communication about the priorities of internationalization is a prerequisite to coordinated action;

- PSU values that the process of translating international education priorities into action requires an alignment between ideas and resources; and

- PSU values its responsibility to define the benefits of internationalization to the campus and the community in which we reside

**Portland State’s Core International Assets**

- Portland State is a university with over half a century of commitment to world-class international education and research through support of outstanding faculty with global interests;

- Portland State is recognized for meeting the needs of an urban university campus comprised of students who are typically older, part time, and representative of diverse minority groups;

- Portland State prioritizes the importance of seeking a diverse student body comprised of international students which includes strong representation from Asia and the Middle East;

- Portland State is a community that demonstrates close collaboration and coordination between University initiatives for community-based learning, sustainability, and diversity, and their respective learning outcomes;

- Portland State shapes and is shaped by its location in a metropolitan area with unique environmental values that are reflected by Portland’s global reputation for sustainable
land-use planning, urban design, and investment in and development of green technologies;

- Portland State collaborates closely and productively with internationally oriented community partners in the private, public, and NGO sectors, and recognizes that its urban location provides unique international opportunities for realizing the University’s motto, Let Knowledge Serve the City; and

- Portland State is committed to linking international education and research goals with recurring sources of funding from private, public, non governmental entities

Toward Comprehensive Internationalization of Portland State University: Strategic Priorities, Initiatives and Illustrative Examples

Strategic Priorities for Comprehensive Internationalization of PSU
The strategy for comprehensive internationalization of PSU offers a framework that includes three priorities for internationalizing the campus and three for internationalizing the community. Each of these strategic priorities is supported by two specific internationalization initiatives and a set of illustrative activities. Six (6) decision criteria are utilized in establishing and defining the priorities and their respective initiatives:

- The priority is closely aligned with the University’s comprehensive international vision;
- The priority is closely aligned with the five themes found in the President’s Blueprint for the Future
- The priority contributes to the University’s capacity to become a premier urban academic institution focused on both engagement and research;
- The priority is included as one of the 2008-2009 Internationalization Council recommendations based on insights obtained from the IC’s internationalization survey findings, its recommendations, and the findings of the mini-retreats; and
- The priority is grounded in a recognized area of the University’s international strengths.

These priorities are consistent with innovative internationalization concepts and practices found at PSU’s peer urban universities. These criteria provide a basis for identifying specific initiatives and selecting illustrative examples for each of the priority areas, while recognizing that each of priority areas will be further refined with additional initiatives and

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13 Summary of 2008-09 IC discussions, etc., on: Internationalization Strategy Revision and Prioritization.

14 More refined metrics will be developed by OIA and the IC on an annual basis, leading to creation of an action plan, based on guidance from the Provost and the President. This approach embodies the IC’s notion that implementation of the internationalization strategy should be malleable and adaptive.
illustrative examples. In addition, the responsibility of achieving the objectives described in each priority area will require campus-wide engagement, and OIA and the IC aim to provide guidance and support for campus units to meet their internationalization goals. The priority areas are described below in no specific order, beginning with Student Learning.

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.

Initiative 1.1: Adopt an intentional and systematic process for embedding the University’s new internationalization learning outcome into the general education and major-specific requirements at the undergraduate and graduate levels. The Department of World Languages and Literatures (WLL), for example, plays a central role in preparing PSU students to function in the global community. WLL is the largest academic unit on campus, serving 4000 students in a single term. Twenty-five percent of PSU students graduate with a Bachelor of Arts degree, for which second-year language proficiency is mandatory.

Illustrative Activities:
- Implement and track international learning outcome, incorporating concepts of global citizenship, for all undergraduates over the next eight years.
- Work collaboratively with the learning outcome curriculum development teams for diversity and engagement to identify complimentary approaches to integrated international and intercultural learning for all PSU students.
- Expand the number of international capstone courses by five percent per year over the next eight years.

Initiative 1.2: Expand the number of international students at PSU and increase the range of their intercultural learning experiences on and off campus through an advising infrastructure that supports: mentoring programs, community building, leadership activities, participation in the creation and delivery of international education curricula, and engagement with the Portland metropolitan community.

Illustrative Activities:
- Expand the number of international students from six to eight percent of the student body by 2015 (a Presidential directive), and to 10 percent by 2020.
- Augment the University infrastructure in support of the academic success of increasing numbers of international students.
- Increase the participation rates of international students in university mentoring programs by (a) expanding support for international students and (b) target the student community service requirement to include participation in University Studies curriculum development.

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.
Initiative 2.1: Design and institute creative programs that allow senior and junior faculty to pursue globally relevant scholarly research and related creative accomplishments.

Illustrative Activities:
- Increase by ten percent support funding for international research over the next eight years.
- Create ten new short-term faculty professional development study opportunities over the eight years, each linked to target countries in Asia, the Middle East, Europe, and Latin America.
- Prioritize support for faculty research and teaching on the intersection of sustainability and internationalization.

Initiative 2.2: Sponsor comparative and engaged urban research in the niche areas of internationalization and urban sustainability.

Illustrative Activities:
- Create research and curriculum development teams of senior and junior faculty that focus on comparative analysis of urbanization processes in Asia, the Middle East, Western Europe, and Latin America.
- Devise, in partnership with the Center for Academic Excellence, new approaches to incorporating international subject matter into course offerings at the University.

3. Institutional Infrastructure Priority

The institutional infrastructure priority aims to expand globally significant research, promote teaching and community partnerships, and foster better interdependent relationships between the campus and the communities it serves. Achieving this priority will require a systematic approach that begins with identifying all the University’s institutional supports for internationalization, including current faculty and student engagement with international research, curriculum and service. Assess how synergies can be created among internationalization activities, to include: programs, institutes, centers, and other institutional functions. Based on this assessment, identify the opportunities for coordinated, integrated approaches for becoming a premier, internationally engaged urban university based on the accomplishments of its faculty, reputation of its programs, and preparation of its students for the global economy.

Initiative 3.1: Establish a university wide committee to map the mandates, activities, and support structures of the programs, institutes, centers and other institutional functions that engage PSU students and faculty internationally. The committee will work closely with existing centers, institute, programs, and departments currently involved in international efforts. Based on this results from these engagement efforts, 1) identify the commonalities in mandates, activities and support structures that could be leveraged for improved impact by the entities involved; 2) provide ideas and recommendations on opportunities for furthering internationalization as described above that could be achieved through increased coordination and integration between the institutional supports; 3) identify gaps in institutional supports
(e.g., a program, institute, school or function) necessary to further the global excellence of PSU.

Initiative 3.2: Ensure diverse representation in the University’s internationalization governance process, including representatives of finance, development, and alumni. The aim of the internationalization governance process is to ensure alignment between strategic initiatives and university funding sources pertaining to PSU’s significant global engagements in Asia, the Middle East and Latin America.

Illustrative Activities:
- Explore the creation of a cross campus/cross community leadership council of university representatives with responsibility for formulating and implementing region-specific strategic plans similar to that devised for the Middle East during the 2009-10 academic year.
- Commission study of the support infrastructure and services that PSU will need to create in order to realize its goal of comprehensive campus internationalization, including mentoring and study programs that will promote international student success

4. Internationalizing the Local Region Priority
Enhance the internationalization of the Portland region by integrating global literacy and intercultural understanding into the university’s civic partnerships.

Initiative 4.1: Leverage, in partnership with the Center for Academic Excellence, PSU’s international resources, including international students, faculty experts, global programs, international visitors, and alumni in service to local University/community partnerships.

Illustrative Activities:
- Integrate faculty and student international experts into the University’s partnership with the Portland Public Schools in order to graduate high school students with an advanced level of global and cross cultural literacy.
- Explore targeted partnership with the Mayor’s office that prioritizes the region’s trade and service opportunities in China and other countries for sustainable development.
- Engage community-based organizations, both private and non-profit, to develop internationally relevant campus landscape designs, as part of the PSU’s (Eco)District initiatives.

Initiative 4.2: Create a new Portland region perspective toward the university as an “agent for increasing global awareness and understanding” in a manner that defines a unique leadership position for the university.

Illustrative Activities:
- Publish, in partnership with the City of Portland, university faculty, students, and staff a biennial white paper measuring the internationalization of the Portland metropolitan area and the Pacific Northwest.
Monitor annual increases in the number of internationally oriented task forces related to local/regional/global challenges that include University participation.

5. 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.

Initiative 5.1: In areas of long-term institutional engagement and global recognition (including East Asia and the Middle East), develop region-specific strategies for leveraging the university’s strengths and local partnerships with a focus on urban engagement and sustainability including revenue generation.

Illustrative Activities:
- By 2015, PSU will write a strategy for each country with which we have long term programs (e.g.: Japan, China, Korea, the GCC region, Turkey).
- Based on the strategy for long-term institutional engagement, prioritize the required resource needs for executing a program plan and submit to the Provost/President.

Initiative 5.2: Engage and shape the discourse of internationalization in countries with emerging global programs of strategic interest including Vietnam, Mexico, and longer range, India, consistent with the university’s international aspirations and local international partnerships.

Illustrative Activities:
- By 2015, PSU will write a strategy for each country with identified emerging potential for program development (e.g.: Vietnam, Mexico, India).
- For the countries with identified emerging potential, continue to devise a model strategy that aligns resources with the University’s vision for comprehensive internationalization

6. Mobilizing International Alumni Priority

Develop and maintain quality relationships with large concentrations of international alumni groups for the specific purpose of branding the University’s approach to global excellence through: student recruitment, scholarly exchange and revenue generation.

Initiative 6.1: Pilot effort to improve alumni relationships and revenue generation in the Middle East and East Asia in support of the university’s international aspirations and assets.

Illustrative Activities:
- Identify how collaboration between OIA, University Relations, and the Alumni Office can more effectively devise a strategy for alumni events and the creation of on-the-ground university representatives in areas with large numbers of alumni.
• Support expansion of the pilot project plan, initially focusing on the Middle East (GCC) to bring domestic and international alumni together for an (in-region) alumni tour.

Initiative 6.2: Develop a special multi-year campaign, involving the alumni and development offices, to more fully support strategic investment for comprehensive internationalization

Illustrative Activities:
• Establish endowed professorship chairs for the University’s international Centers and Institutes.
• Target alumni support for international faculty research, international students, and students who wish to pursue study abroad opportunities.

Leadership Roles for Strategy Implementation

President’ Leadership Responsibilities
• In partnership with Provost, is to build awareness, interest, and capacity in achieving priority objectives;
• To articulate the agenda to external stakeholders;
• To arrive at a balanced understanding of outcomes/goals (President) and process/actions (Provost);
• To engage OIA and the IC for guidance regarding the implementation of the Strategy for Comprehensive Internationalization; and
• To appoint the Internationalization Council to play the role of moving the internationalization goals forward, including their prioritization.

Provost’s Leadership Responsibilities
• To articulate the importance and legitimacy of comprehensive internationalization;
• To support faculty and staff conceptualization and implementation of comprehensive internationalization;
• To assume leadership role that identifies a strategy that ensures that the priority areas are institutionalized by 2020;
• To provide incentives and support for comprehensive internationalization, ensuring adequate resources and staffing;
• To encourage a culture of collaboration and accountability with VPs, Deans, Dept. heads;

• To assess and describe the role of international partnerships as a key strategy for comprehensive internationalization; and

• To support and expect documentation and assessment of institutional comprehensive internationalization.

**Vice Provost for International Affairs Leadership Responsibilities**

**Context statement:** The Vice Provost and OIA provide support for: international students; students seeking to study or pursue internships abroad; faculty engaged in international scholarship; visiting international professors; internationally oriented community/university partnerships, outreach activity through the University’s internationally oriented Institutes and Centers (Middle East Studies Center, Center for Turkish Studies, Institute for Asian Studies, the Confucius Institute, and Center for Japanese Studies).

The Vice Provost for International Affairs:

• To develop and implement the University’s Comprehensive Internationalization Strategy;

• To facilitate and coordinate the University’s major international activities in each of the seven colleges and schools;

• To engage the University’s undergraduate International Studies Program, housed in the College of Arts and Sciences;

• To represent PSU in national studies on international learning and assessment;

• To administer funds for research and curriculum development offered through campus competitions (e.g. Internationalization Mini-grant Awards); and

• To facilitate the delivery programs that bring international faculty and students to the US for short-term study focusing on such topics as: Art, Engineering, English Language, Culture, the US Educational System, Nursing, and Sustainability.