



CSU INTERNATIONALIZATION PLAN

October 14, 2006

Background:

The time is ripe for Colorado State University to develop a targeted, distinct “internationalization strategy.” Every major research university in the U.S. claims to be “internationalizing” its campus, but few universities have a coherent approach to what this will involve. CSU has an opportunity to carve a special niche for itself as it broadens its emphasis on internationalizing and globalizing the university.

This working paper sets out an ambitious set of recommendations in seven areas, ranging from the focus for CSU’s approach to concrete action steps. If the University decides to move forward on a specific “Internationalization Strategy,” then a formal task force should be appointed to expand and refine the suggestions outlined here. These options represent a significant outlay of resources. By one measure, they add up to \$500,000, plus designated new lines for international faculty and additional graduate tuition premium fellowships. By a more accurate measure, however, many resources at CSU are already devoted to these efforts, and the new initiatives fit closely with the recommendations of the *University Strategic Plan*. In other words, an investment of \$100,000 - \$150,000 – when combined with other CSU priorities – can still have a significant impact on internationalization and globalization at CSU. The recommendations set out here allow Colorado State University to marshal its resources more effectively and target them to achieve a model of internationalization that others will see as a benchmark and a guiding example.

Interestingly, recent national reports from the National Association of State Universities and Land-Grant Colleges (NASULGC) and the Committee for Economic Development (CED) have been sharply critical of the efforts of American universities to internationalize. The NASULGC report, *A Call to Leadership: The Presidential Role in Internationalizing the University*, points out that senior leadership at universities deserves

failing marks for not sending clear signals about internationalizing. The report claims that “internationalization is not the latest academic fad, nor is it a simple add-on to existing practice. It is the single most important leadership challenge of the new century.” The CED report is equally critical. The conclusion that it draws is that although several institutions have made efforts to internationalize their campuses, “overall there remains a low level of institutional commitment to internationalization, with relatively few institutions including international themes in their mission statements or strategic plans.”

These critiques, fortunately, are not relevant for Colorado State University. The senior administration--including the Provost, the Vice Provosts and the Vice Presidents-- and the deans of the eight Colleges have been strong supporters of international initiatives. The President has been the driving force behind these efforts, and the *University Strategic Plan* is explicit in setting out benchmarks for internationalization.

Nonetheless, Colorado State recognizes that a more systematic approach to globalization will benefit the entire university. International efforts can be improved, expanded, better financed, and emphasized to a greater extent than is now the case. This will take an investment on the part of the University, not only in terms of dollars but more critically in terms of faculty and administrative time; the investment, however, will be well worth it. By any measure, it is striking how much international activity already takes place at CSU, and the investments in these international areas are significant. The special opportunity for Colorado State University, though, is to become the model land-grant university in the country for internationalization.

The Colorado State Approach to Internationalizing the Campus:

The guiding principle for the CSU international strategy should be “**Critical Choices for a Critical Century: Matching the Land-Grant University to a Global Mission.**” This principle points to the special niche for Colorado State University, namely to combine our world-class research efforts in several fields and our commitment to the land-grant mission. The land-grant mission is as relevant in the 21st century as it was in the 19th and 20th centuries, and it is particularly relevant to the international context. In the 19th and 20th centuries, land-grant universities focused on feeding people, educating rural America, providing education opportunities, and bringing research to bear on regional or national challenges. In the 21st century, land-grant universities operate in a global context, and they must evolve to serve as stewards for the well-being of the world’s population, reach out to all sectors of society at home in Colorado and in the U.S. (as well as abroad), and make education an international experience.

In brief, the Colorado State University “internationalization strategy” seeks a distinctive and unique approach. This working paper is simply a starting point for developing the new strategy, and it seeks to pave the way for wide-ranging discussion throughout the campus in the coming years to develop the strategy. The recommendation here is that the new strategy should have a **regional focus**, and CSU should develop approximately 20

“**key institutional partnerships**” in the world to actualize this regional approach. The University’s special niche for internationalization should relate to:

- a. Our land-grant mission **at the broadest level**;
- b. The goals set out in the *University Strategic Plan* **at the policy level**; and
- c. Approximately 20 key institutional partnerships around the world **at the operational level**.

The starting point for developing Colorado State’s strategy should be to identify key international research projects that are already on-going. Asia is obviously critical to research developments in the 21st century, but CSU has also had significant connections in Africa and the Middle East for decades, as well as with traditional partners in the industrialized world.

Since the University wants to highlight not only areas of the world where our faculty are already engaged in path-breaking research but also our vision of the land-grant university in the 21st century, the “internationalization strategy” should be launched in four regions of the world, and the kinds of relationships that CSU develops in each region will differ. The relationships will range from “active observers” to “hands-on partners” to “consultants.” In some cases, the involvement will encompass entire departments and colleges; in other cases, the involvement will involve interdisciplinary teams; and in some of the traditional arrangements, individual collaboration will still be the key.

The approach will be different in each region, and CSU can utilize different strengths in each area; this regional emphasis should allow the University to market its academic strengths most effectively. Through this approach, Colorado State can develop a coherent and distinctive strategy to globalize the campus; as stated above, the emphasis will be on “**Critical Choices for a Critical Century: Matching the Land-Grant University to a Global Mission,**” and this approach will allow the University to maximize our effectiveness in collaborating with our key institutional partners in the world.

Many universities have challenged themselves with new goals on the global front. Michigan State University, through its planning process labeled “Boldness by Design,” wants to move from being a land-grant institution to a “global-grant” institution. The University of Minnesota wants to be one of the top three public research universities in the United States. Indiana University wants to be “America’s new public university.” Even Yale University has challenged itself, calling for Yale to be a “world university.” In line with these signals, Colorado State University should take inspiration from our *University Strategic Plan* and strive “**to set the standard for public research universities, as the model for the 21st century land-grant university.**”

Summary of Recommendations in Seven Areas:

1. **REGIONS AND PARTNERSHIPS:** Colorado State will focus efforts on four regions and approximately 20 “key institutional partnerships” to highlight faculty research relationships and stimulate broader relationships to these partners. China and India represent two of the top priorities in CSU’s plans.
2. **FACULTY:** A set of initiatives, designed to encourage even deeper faculty involvement on the international level, will be developed. The effort will be to foster faculty links between institutions and across disciplines. International experience and focus will play a role in decisions about faculty hiring and research support for CSU’s superclusters.
3. **OFFICE OF INTERNATIONAL PROGRAMS:** In line with CSU’s goals, the Office of International Programs will increase the number of international students by one-third by 2010 and aim to have 25 percent of all students having “international learning experiences” by 2015. Special emphasis will be paid to broadening sponsored programs (e.g., Saudi Arabia, Qatar, Kazakhstan, German National Scholarship Foundation, State Department PLUS Program, Davis Scholars Program). Creative funding approaches will be developed to encourage CSU students to participate in international programs and activities.
4. **COLLEGES AND DEPARTMENTS:** The best way to expand the international emphasis for students is through the colleges and departments. New program development should be done hand-in-hand with the departments. The fields of engineering and business are likely to continue to be the “engines of globalization,” as they are throughout the U.S. The International Studies major, which has been a magnet for students both at CSU and nationally, should be developed further.
5. **STUDENT SERVICES:** CSU has always provided a welcoming environment for international students. Careful coordination for all student services for international students should be continued including admissions, housing, English training, advising, international student organizations, etc.
6. **CSU-WIDE INITIATIVES:** The University can be especially innovative for campus-wide activities. Possibilities include: (a) establishing a Presidential Fellows Program for graduate students, (b) establishing a Global Fellows Program for international visitors, (c) sponsoring a major conference every two years for CSU’s partners, (d) rotating an “international conference” every two years to highlight key research areas at CSU (perhaps related to the superclusters), (e) establishing a Center for Science, Technology and International Policy to pull together research efforts and focus on their outreach applications, (f) develop a special new grant for innovative research with international applications [up to \$100,000 per year for one project], (g) rethink the graduate student tuition premium to assure that this is not a deterrent to international students, and (h) expand “sponsored programs” as described above.

7. **OUTREACH AND FUNDRAISING:** The potential here is huge and fits with the *University Strategic Plan*. Opportunities include highlighting “outreach” within Colorado, expanding continuing education, and developing new ways to collaborate with other institutions. CSU should, for example, pursue federally funded grants for internationalization more aggressively (e.g., FIPSE, Title VI, Fulbright). Initiatives should be undertaken such as developing CSU international alumni networks, attracting international visitors for short-term stays at CSU, hosting national conferences of scholars in the U.S. (e.g., Saudi Arabia and Germany), and exploring outreach possibilities for K-12 programs. The capital campaign will be a major way to assure CSU’s future viability, and it should certainly include international goals. Donors welcome an international aspect to their gifts, even if they are primarily for domestic purposes.

Linking CSU’s internationalization strategy to the *University Strategic Plan*:

Before elaborating on the separate recommendation areas, it is worth reflecting on several major points from the *University Strategic Plan* that will underlie the “internationalization strategy.” The important points to emphasize include:

- CSU’S goal is to set the standard for public research universities, serving as the model for the 21st century land-grant university.
- The aim is “unequivocal excellence.”
- CSU wants to tap the entrepreneurial, pragmatic and innovative spirit of campus community.
- The emphasis should be on research and graduate education goals.
- The Board of Governors challenged CSU to “set the standard” for public education; this applies to “internationalization” at the University too. CSU is seeking a distinctive, unique approach to internationalization and globalization.
- The work of our faculty is already international. The University seeks now to inventory the international research of the faculty and build linkages across disciplines and colleges.
- CSU’s superclusters are an important part of the University’s priorities, and they are relevant to the internationalization efforts as well. The superclusters apply to basic and applied research initiatives across campus; they play a central role in addressing domestic and international research problems. The superclusters “encourage synergy and facilitate collaborative and cooperative efforts among scholars” at CSU, and this is directly relevant to internationalizing the university.

Action steps to be taken in line with the recommendations outlined above:

REGIONAL FOCUS: The distinct aspect of the Colorado State University internationalization strategy is the emphasis on four regions in the world and 20 key

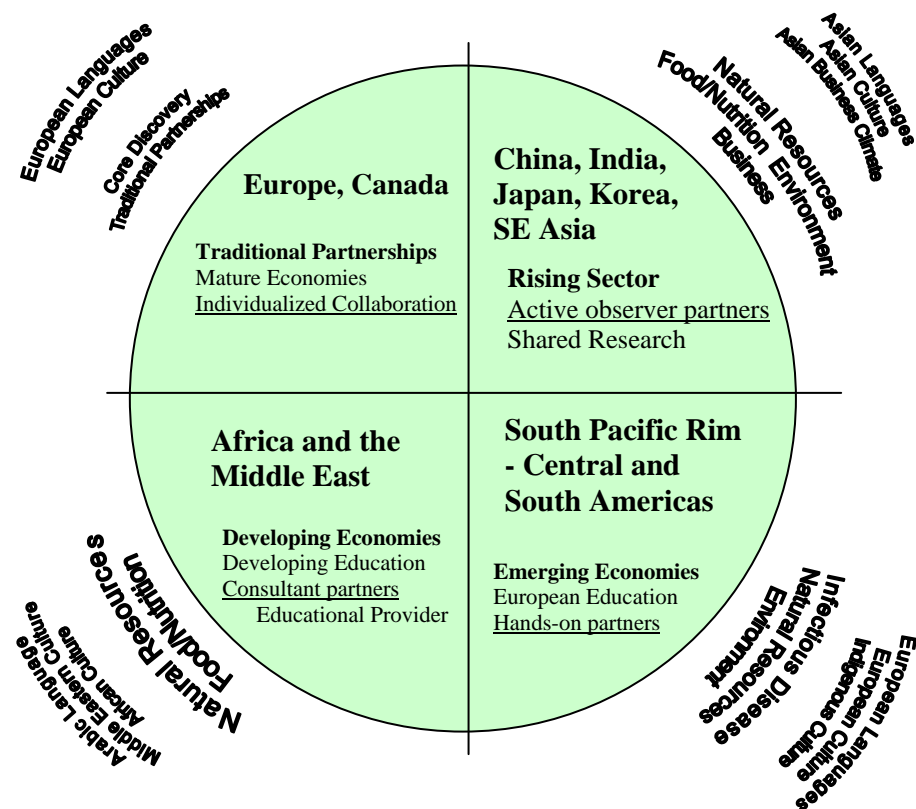
institutional partnerships. The approach and the nature of CSU's partnership will differ in each region.

- The rising sector covers primarily China and India as well as Japan and Korea. Many people talk about the 21st century as the “Asian Century” or about “Asia Rising,” and that explains the characterization for this sector. American universities need to be aware of -- and involved in -- Asian developments. CSU is already engaged with Chinese counterparts in research on natural resources, food and nutrition, the atmosphere, the environment, and business, particularly with China Agricultural University and the Chinese Academy of Agricultural Sciences. A plan for collaboration with India is developing with key potential links to the Indian Space Research Organization, and in the fields of atmospheric sciences, infectious diseases, design and merchandising, and radar and remote sensing. CSU's role in this region would be as an “active observing partner” because the cultural and educational systems make direct involvement more difficult. The observer status, however, should be as active as possible, and two-way exchanges are relevant and essential. With this kind of relationship, special partnerships are critical.
- The integrated engagement sector covers South and Central America as well as new links to Australia and New Zealand. CSU's strengths in infectious diseases, biomedicine, and the environment are relevant here. The Department of Sociology and the Department of Natural Resource Recreation and Tourism both have potential research links that can also be cultivated. Our relationships with these institutions would be “hands-on.” Since language and culture are not large barriers, direct involvement with research and teaching is very possible. For example, internships would be feasible and productive for this sector. It may be a stretch to combine South America with Australia and New Zealand, but the opportunities are similar.
- The developing sector covers developing countries where CSU research is already firmly established. CSU is active in Egypt, Morocco and other countries in Africa in the fields of natural resources or food and nutrition. Potential links to revitalizing one of the historically strong universities in Iraq are also being explored. Water management is another major area for this region and maximizes opportunities for continued involvement in the Middle East. CSU has links and a tradition of collaboration in areas where few U.S. universities are engaged. Our relationships in this region would be mainly as “consultant partners.” Obviously, CSU would still encourage faculty and student exchanges in this region, but these countries are looking mainly to CSU for advice and expertise.
- The traditional sector covers primarily the rest of the industrialized world, but this is not just a catch-all term. We felt that a signal should be sent that these relationships – ranging from individual faculty connections to institutional links – are still valued, whether in Europe, Russia or Canada. Specific large-scale initiatives or projects are less relevant here, except those that serve the larger

mission of the University, but on-going relations are important, including for research or sabbaticals. CSU relationships here, then, would be “individualized collaboration.” The relations could, for example, be with individual professors, with specific universities such as Saratov State University in Russia, or even with the European Union or institutions like the Max Planck Institutes in Germany.

The following picture depicts CSU’s tasks in each of the four regions and it lays out the kind of partnership that we would establish, the cultural context, and possible fields for cooperation:

Four Regions for CSU’s Internationalization Strategy



The effort is to look at four regions in the world and identify where CSU already has strong or developing connections that we can build on. The type of partnership differs in each region, as we differentiate between the needs of the region. In some areas research perspectives are most important; in other areas, educational programs are more critical. Colorado State should reflect on how we can be effective partners and on how our faculty

can benefit most from these new relationships. The *International Association of Universities* conducted a survey of universities in 66 countries in 2003, and their findings – while not exactly translatable to the CSU context here – make the same point, namely to think carefully about the partnerships being established. The IAU identified the following issues as most important (in rank order) for five regions:

REGION	1 ST PRIORITY ISSUE	2 ND PRIORITY ISSUE	3 RD PRIORITY ISSUE
ASIA	Research	Funding	Developmental cooperation
LATIN AMERICA	Funding	Developmental cooperation	
MIDDLE EAST	Academic mobility	Accreditation	
EUROPE	Quality assurance	Bologna Process	Joint programs
AFRICA	Developmental cooperation	Linkages	Curriculum

The CSU approach, like the IAU survey findings, calls for U.S. universities to “tailor” our partnerships to the needs of institutions in the various regions. We should not develop a “one size fits all” plan for these partnerships.

KEY INSTITUTIONAL PARTNERSHIPS: CSU will seek approximately 20 close partnerships in the four regions to implement the internationalization strategy (see the list below for potential partners). Some of these relationships have already been developed; others are in the process of being developed.

- 1) China Agricultural University
- 2) Chinese Academy of Agricultural Sciences
- 3) Chinese Academy of Sciences
- 4) Tianjin University, China
- 5) Indian Space Research Organization, Bangalore
- 6) Indian Institute of Sciences, Bangalore
- 7) Gardanki Institute, Tirupati, India
- 8) National Institute of Fashion and Technology, New Delhi
- 9) Consortium of Indian Universities in the Geosciences
- 10) Indian Institute of Technology, Chennai
- 11) Indian Institute of Management, Ahmedabad
- 12) Seoul National University, Korea
- 13) National Taiwan University (plus two other universities in Taiwan)
- 14) University of Canterbury, New Zealand
- 15) Massey University, New Zealand
- 16) University of Western Australia
- 17) UADY, Mexico
- 18) ECOSUR, Mexico
- 19) TEC Monterey, Mexico
- 20) Egyptian Academy of Science and Technology

21) Karbala University, Iraq

22) Saratov State University and Saratov Agricultural University, Russia

23) European Union partnerships

- Other possibilities for partnership: 1-2 universities in Japan, including Nagoya University; 1-2 other universities in Korea; universities in Argentina or Chile; possibilities in the Czech Republic, Germany, Italy, the Netherlands, Poland, Portugal, Sweden, and the U.K. (Warwick University).
- Assessment of present partnerships:
 - CHINA: The partnerships with China Agricultural University, the Chinese Academy of Agricultural Sciences and Tianjin University are developing well in the areas of natural resources, dry land management, food & nutrition, engines research, and business. The other relationships with the Chinese Academy of Sciences and Beijing Normal University are being discussed.
 - INDIA: everything is in an early stage, but prospects look good for engineering, atmospheric sciences (especially radar and remote sensing), fashion design & merchandising, geosciences, and business.
 - NEW ZEALAND AND AUSTRALIA: collaboration in the areas of biomedicine, engineering and research on Antarctica is progressing with Canterbury University; a partnership with Massey University may develop in the next few months; the University of Western Australia has a strong relationship with the College of Business.
 - CENTRAL AND SOUTH AMERICA: the relationship with UADY shows potential, but it needs to be reassessed in Spring 2007; the relationship with ECOSUR has a long history and involves several CSU faculty in the protected area management area (including masters level training and training for Mexican public officials); potential partnerships in Chile and Argentina are being considered, but nothing concrete exists now. The College of Applied Human Sciences is developing a broad relationship with the University of Costa Rica.
 - MIDDLE EAST AND AFRICA: 2-3 initiatives are developing in Egypt, especially with the Egyptian Academy for Science and Technology; CSU has always had a link to Morocco; a possibility is developing for CSU to play a key role in revitalizing Karbala University in Iraq.
 - EUROPE AND OTHER MATURE ECONOMIES: These relationships are often one-on-one for faculty members, but good possibilities exist in several institutions. Special attention is being paid to EU partnerships. CSU is working with Saratov State University in Russia on two separate forms of cooperation.

In conclusion, CSU will use an “institutional partnership” approach to develop our internationalization strategy. The aim will be to have approximately 20 key partnerships, and at present approximately half these relationships have been formalized.

FACULTY INITIATIVES: The internationalization strategy should tap into the global expertise of our faculty, encourage more faculty to work and do research abroad, and rely on the faculty to shape the University’s approach to internationalization.

Funds should be set aside for faculty involvement in international activities. CSU should consider funding three faculty-led conferences per year with up to \$20,000 each, and 10 modest travel grants of up to \$2,000 should be made available for faculty research. (There is no magic formula for this funding, but it should be available primarily for “new” international projects. It should not be available for conference travel or paper presentations; it should be available if faculty ask to have other faculty colleagues accompany them for international work.) In sum, \$80,000 would be allocated to encourage faculty to participate in new ways for international activities.

CSU can also acknowledge the international work of our faculty members more directly. An “International Faculty Circle” could be launched to engage those faculty who are already very active internationally. In addition, although an annual award is now given to a faculty member for “international service,” CSU could set up a new award for international research; this could be designed for faculty moving into the international area or for junior faculty. (In this latter case, perhaps a small honorarium could be part of the award.)

The University can improve systems for compiling information on who is working on international projects; the Division of Continuing Education is proposing to incorporate this information into its new database. The Office of the Vice President for Research and the Office for International Programs should work together to help faculty be more aware of international research opportunities.

On a campus-wide level, several steps can be taken to encourage faculty involvement. Most importantly, the University can ask that special attention be paid to international experience and research as new faculty lines are established. New degree programs can be started that have specific international content; examples include public health and food and nutrition. The University can also consider designating a small number of departments, perhaps five per year, to report to the Provost at the end of the year regarding their efforts to add an international dimension to the department.

CSU-WIDE INITIATIVES: This is the area where the University can think in innovative ways and add a unique touch to our globalization efforts.

- Announce the Colorado State University campaign for internationalization with some fanfare. The title of the campaign is “Critical Choices for a Critical Century: Matching the Land-Grant University to a Global Mission.” With this campaign to internationalize the campus, CSU will seek to “set the standard for

- public research universities, as the model of the 21st century land-grant university.”
- Establish a Presidential Fellows Program for graduate students (perhaps two per college) and a Global Fellows Program for international visitors. These Fellows could meet separately or together once or twice a semester, perhaps with distinguished CSU faculty members working on international research. President Penley might meet with the groups once a semester too. Global Fellows, for example, could range from research partners of CSU faculty to the Monfort Lecturers. The Monfort Lecture should be incorporated into the CSU internationalization strategy too.
 - Organize a major international conference at CSU each year. In one year, the conference could be focused on the University’s key institutional partners; in alternating years, the conference could focus on one supercluster or one college or one field of research. These international conferences would engage all eight colleges so it would be a genuine university-wide effort. President Penley would play a central role, perhaps hosting the opening and closing events with prominent keynote speakers. The conferences would provide an opportunity to showcase CSU’s international projects and focus. It also could be held in an international venue every fourth or fifth year.
 - Set up a new “Center for Science, Technology and International Policy” (CSTIP) at Colorado State. Many campuses that internationalize establish a new global studies center; the CSU center would reflect our special emphasis on the applied sciences. Ideally, an endowment would be raised to cover the infrastructure costs of the Center, but the important point would be to use the Center in new ways. It would serve to bring together the international aspects of the superclusters, and it would provide a special opportunity to highlight the outreach applications for our international projects. Many of the present programs or projects on campus could be brought under the umbrella of the Center for Science, Technology and International Policy.
 - Look for funding for a major interdisciplinary research prize, perhaps \$100,000 that would be awarded annually. The focus should be on large-scale innovative research on international topics. The money could be used as seed money for other funded activities, so it could have a leverage effect; the award could also be linked to supercluster research. One major criterion for the award should be new, path-breaking research. This funding should not be designed to fund on-going projects. A careful review process involving external evaluations would need to be organized. The goal would be to have this major award endowed, and over time the University could point with pride to the list of teams and projects that received the annual award.

OFFICE OF INTERNATIONAL PROGRAM INITIATIVES: Several steps should be taken to achieve the goals set out in the *University Strategic Plan*: by 2010 the number of international students should increase by 33 percent, and by 2015 25 percent of the American students should have an international learning experience before they graduate. The steps to be taken include:

- Improve international recruiting and coordinate these efforts through the Office of International Programs, the Admissions Office, and the Graduate School. The percentage of international students (approximately 3.5%) is low, and it is especially low for undergraduates (approximately 1%). By comparison, Indiana University has twice as many international students. More targeted recruitment at the undergraduate and graduate levels would be productive. The emphasis on international recruiting has been on China, India and Thailand; additional visits to Vietnam and Turkey are planned for this year.
- Pay more attention to sponsored programs and the contacts necessary to maintain those relationships. In the 1990s CSU thrived on sponsored programs; the numbers dipped, and in 2006-07 they have finally returned to the numbers from ten years ago. The Saudi government program is the biggest opportunity, and it can have a major impact on the CSU campus. This program needs careful monitoring, and the ties to the Saudi Cultural Mission should be cultivated. Potentially, the program could add 150 new students to CSU's enrollment per year (with out-of-state tuition). CSU is also working closely with other sponsored programs (e.g., Qatar, Kazakhstan, the German National Scholarship Foundation, the Shelby Davis Scholars Program, and the Department of State PLUS program).
- Emphasize the ambitious goals set out by the Lincoln Commission (established by the U.S. Congress) to increase dramatically the number of U.S. students going abroad for study. At CSU the offerings for Study Abroad have nearly tripled in the past 4-5 years. Students can study under our own CSU programs, through high-quality programs with CIEE (one of our official partners), or with any independent program. Unfortunately, even with these offerings (which are comparable to the American universities with the highest number of students studying abroad) and with excellent on-campus marketing campaigns, the number of students going abroad has increased somewhat but not dramatically.
- Consider, therefore, two exciting new possibilities for CSU "education abroad." One is financial incentives for students beyond the standard financial aid packages; the second is curricular changes to push study abroad more aggressively. The University of Texas and the University of Minnesota are models for getting their students abroad. In each case, with different approaches, over \$100,000 was earmarked just to get the students abroad, and the policies worked. CSU should consider variations on this approach; we feel that a \$50,000 pool would make a huge difference.
- Expand the number of faculty-led short-term international programs. This is an encouraging development at CSU and in the entire U.S. Last year over 100 CSU students and faculty participated in such programs, and we are seeing a three-fold jump in the number of faculty now inquiring about such trips.
- Devise a new way to deal with the "tuition premium" that international students pay. They are not able to become Colorado residents after one year so the burden of out-of-state tuition hits hard. If CSU could give awards for a second year of graduate study, thereby reducing the pressure on departments or on individual grants to faculty members, the number of international students would increase

quickly. The Vice Provost for Graduate Studies is working on this problem to improve the situation.

OUTREACH AND FUNDRAISING: Colorado State University has made a major commitment to expanding the “outreach” dimensions of our activities. At the international level, several steps will promote this goal:

- Cooperate closely with Extension Services, Continuing Education, and the Office of Economic Development to emphasize international collaboration. CSU should also have an active involvement with other colleges and universities in Colorado and continue to work closely with the state international trade office.
- Pursue federally funded grants for international projects more actively (e.g., FIPSE grants for NAFTA partnership projects, Title VI opportunities (Kansas University has been remarkably successful with Title VI), and Fulbright programs.
- Integrate K-12 or K-14 programs into outreach efforts. The University of Pittsburgh and San Diego State University have been successful here with international applications. San Diego State, for example, works with 43 school districts on curriculum issues through its International Studies Education Project.
- Reach out to national constituencies in new creative ways. Saudi students and German students each have annual conferences for large numbers of their students studying in the U.S. CSU should offer to host these conferences (with little cost to CSU) as a way to broaden knowledge of our campus. CSU could invite science attachés from selected embassies in Washington to introduce them to our international research capabilities. Their visit could also be linked to the annual “international conference.” CSU could also offer short-term residencies to Visiting Scholars or Visiting Diplomats, either with or without stipends.
- Work closely with the CSU Alumni Office to kick-off a major effort to identify and involve CSU’s international alumni. President Penley’s alumni trip every two years could be linked with this effort.
- Use Continuing Education as a vehicle to work with our international partners. Many faculty at other institutions, such as UADY in Mexico, are eager to enroll in programs that enable them to earn advanced degrees. This would be a valuable contribution to the partners.
- Link the capital campus to international priorities whenever possible. These international components are seen as desirable options by donors. Top priorities include raising a pool of money to fund more CSU students in study abroad programs, supporting the new \$100,000 interdisciplinary grant for international research, and founding a Center for Science, Technology and Policy.

Possible Budget for the CSU Internationalization Strategy:

To “internationalize” the campus, Colorado State University will have to direct significant resources to the options and priorities that the University chooses. This

working paper does not try to identify exactly what those costs will be, but it will be helpful to put them in some perspective.

The chart below sets out an initial effort to attach dollar figures to the priorities. This chart does not include either the cost of developing new faculty lines or of supporting additional graduate student tuition premiums, but presumably the University will address these issues in any case. The projected cost of the initial set of initiatives is \$480,000. Note, though, that \$300,000 of this would be raised through the capital campaign (e.g., the Center for Science, Technology and Policy or the \$100,000 interdisciplinary research grant). The other initiatives would cost up to \$180,000; the resources would be directed to the priorities outlined in the working paper – to the new institutional partners, to faculty, and to the new annual conference that CSU would host each year.

In fact, if Colorado State University is deeply committed to internationalization, and if resources leave the University with some flexibility for targeting priorities, \$180,000 or even \$500,000 is a reasonable investment. The initial recommendations for a CSU “internationalization budget” are:

\$40,000	Develop and sustain institutional partnerships (cultivate new relations; maintain on-going relations)
\$80,000	Faculty development grants (support to sponsor international conferences and research travel)
\$10,000	Support “Presidential Fellows” and “Global Fellows” programs (at graduate and visiting scholar levels)
\$30,000	CSU Annual International Conference (provide an incentive for partners and CSU colleges to work together)
\$100,000	Annual grant for one path-breaking faculty research grant for an interdisciplinary, team-based international project (aim for endowment)
\$150,000	CSU Center for Science, Technology and International Policy (links supercluster research and outreach) (aim for endowment)
\$20,000	Sponsored programs matching grants (e.g., Saudi Cultural Mission, Qatar, State Department PLUS program, European Union funding)
\$50,000	New funding for international learning experiences [Study Abroad or field experiences] mainly for undergraduates (aim for independent funding)
\$480,000	TOTAL
	(Extra: reserve at least two new faculty lines each year for international specialists)
	(Extra: seek funding for second-year graduate student tuition premiums)

Conclusion: Internalizing Internationalization at CSU

All colleges and universities are eager to internationalize their campus, but few have developed a coherent approach for doing this. The President of the University of British Columbia, Martha Piper, has a cogent answer for how to internationalize universities.

She says, “not with one thing but with everything.” The President of Korea University, Euh Yoon Dae, argues, “It is not enough to know about the wider world. You must also be prepared to act to make it a better place.” In short, every student should have a sense of the wider world, and the challenge for Colorado State University and other universities is how to move our institutions forward? How can we encourage faculty, students and staff to think and act globally? In a sense, internationalization is nothing more than a call for learning as it has to be viewed in the 21st century. No campus can afford not to think about internationalizing and globalizing its perspectives as actively as possible.

This working paper has set out a far-reaching range of ideas. In fact, in the attachment to this report, these options are set out even more explicitly with 56 options organized into the seven issue areas described earlier in this report. In addition, the second attachment outlines ten recommendations that CSU could go forward with immediately. This working paper is simply some initial “brainstorming,” and others should have the opportunity to critique, revise and refine the ideas presented here. The next steps for CSU should be:

1. Start a focused discussion at Colorado State University about how to internationalize CSU.
2. Convene a task force to expand on the ideas in this paper and advise the President and Provost.
3. Analyze more systematically the potential for internationalization within CSU.
4. Analyze more systematically the initiatives taken in the U.S. and elsewhere for internationalizing universities.
5. Develop a consistent and coherent internationalization strategy for CSU.

The objective for Colorado State University is to be distinctive and unique in our approach to globalizing the campus. The context for this approach will be our land-grant heritage and our mission to be the model land-grant university for the 21st century. Important decisions need to be made about allocating scarce resources to international priorities, but many of these decisions have already been made. International activities at CSU are already extensive, and significant investments in the activities have already been made. The opportunity now is to target these investments in an even more effective way.

Attachment 1

CSU INTERNATIONALIZATION OPTIONS (by category)

1. Regions and Partnerships

1. Formalize approximately 20 key international partnerships
2. Consider a conference with these partners (similar to the Nagoya University approach). The first conference could be on a Pacific Rim topic.
3. Target money to outstanding sponsored programs for students, especially new ones (e.g., Saudi, Kazakh, Qatar, PLUS III, German National Scholarship Foundation) (Consider building a link to the Shelby Davis-United World Colleges program, especially in the natural resources area.)
4. Develop European Union Center concept, perhaps in conjunction with DU, perhaps in conjunction with new public policy institute at CSU
5. Make an effort to become part of the Cornell University-led consortium of 19 institutions in India
6. Reach out to develop relationships with Canada; this can be linked with FIPSE efforts to develop NAFTA relationships
7. Encourage tri-lateral relationships (US-Canada-Mexico; US-European Union-developing countries; US-India-Japan)
8. Develop personal links with Mexico – including the Ambassador, the Denver Council General, Geronimo Gutierrez (Coordinator for North America), Andres Roemer (Television personality), President Zedillo, John Coatsworth, Wayne Cornelius

2. Faculty Initiatives

1. Faculty travel grants – 10 grants X \$2,000 (not for conference travel)
2. Faculty conference grants – 3 major conferences X \$20,000 each
3. Establish new professorships with a specific international emphasis; this would be part of the normal increase in faculty lines
4. Launch an “International Faculty Circle” to engage those CSU faculty who are most active with international projects
5. Determine how best to compile an annual inventory of international faculty research. The new Continuing Education database may be an ideal tool.
6. Have an annual award for international work by one faculty member. At present, awards are available for faculty’s “international service.” This new award might focus on faculty moving into international fields or on junior faculty.
7. Centralize information on opportunities for international research. This can best be approached jointly by the Vice President for Research and International Program offices.
8. Consider designating five departments per year, across CSU, who would report to the Provost at the end of the year on new efforts for internationalization.

9. Launch new degree programs with specific international content (e.g., public health, food and nutrition)

3. CSU-wide Initiatives

1. Launch the campaign: “Critical Choices for a Critical Century” – focus on the land-grant mission in the 21st century
2. International Conference CSU-wide every 2 years alternating with a thematic conference based in one college or linked to one supercluster project.
3. Establish 2 new faculty committees to advise on international efforts
4. Consider establishing an international advisory board with CSU alumni and influential leaders from various sectors.
5. Establish International Presidential Fellows – 2 per college. They would meet with President once each semester (e.g., for dinner with outstanding CSU faculty)
6. Establish Global Fellows, both short-term and long-term. Global Fellows would be international visitors and scholars, and they could range from research partners of CSU faculty to the Monfort Lecturers.
7. Incorporate Monfort Lecture in official internationalization strategy
8. Also consider a CSU “Distinguished International Lecture Series” for smaller audiences than the Monfort Lecture. Examples could include ambassadors, distinguished researchers, and key policy officials or business leaders.
9. Authorize and fund a Center for Science, Technology and International Policy (CSTIP) that would integrate research efforts and contribute to “outreach”
10. \$100,000 per year interdisciplinary grant (\$2 million)
11. Insist on an international component for “superclusters,” as well as an outreach component. Link the efforts through VPR and OIP through the Center for Science, Technology, and International Policy
12. Schedule a trip for President Penley once every two years for different regions of the world to meet with international alumni on a large scale.
13. Decide on a sum of money to invest in international projects – we could, for example, earmark \$100-200,000 and ask faculty committees to advise us on how best to spend the funds.

4. Study Abroad and ISSS

1. Find funding for Study Abroad financial incentives – Look for \$50,000 – 100,000 total pool (year’s grant = up to \$1,000; semester = \$500; summer = \$300)
2. Designated and augmented international recruitment budget done jointly between OIP and Admissions
3. Review the idea of establishing satellite campuses abroad, even though this would be a dramatic step
4. Authorize graduate student “study abroad” experiences. Steps have been taken to allow this, and these steps should be further encouraged.

5. Colleges and Departments

1. Focus special efforts on the fields of engineering and business since they are the “engines of globalization.” That is especially relevant for China and India.
2. Have a designated number of second-year grants for Graduate School tuition premiums.
3. Develop even further the International Studies major; it is popular nationally and at CSU
4. Expand language offerings, especially for the new “critical foreign languages”
5. Build the CAORC relationship and link to our foreign language offerings
6. Coordinate curriculum review, as called for in the University Strategic Plan by June 2008, to internationalize the undergraduate curriculum.

6. Student Services

1. Expanded Intensive English Language Program
2. Improved international student housing, including expanded Global Village
3. New international living and learning community
4. New broad emphasis on “internships” (look into Department of State/AISEC internships in Arab countries)
5. New broad emphasis on “field experiences” for students with faculty leaders.
6. Offer support for undergraduate capstone seminars when students need small grants for international travel (up to \$1000)

7. Outreach and Fundraising

1. Focus on “outreach” in Colorado in terms of international collaboration with other colleges and the state international trade office.
2. Have an international component as an integral part of the CSU capital campaign, linking priorities to international activities whenever possible.
3. Pursue federally funded grants for “internationalization” more aggressively, including FIPSE grants (for US-Canada-Mexico collaboration), Title VI opportunities, and Fulbright opportunities.
4. Explore international “outreach” possibilities for K-12 programs (see similar programs at San Diego State University [where they work with 43 school districts] and the University of Pittsburgh)
5. Examine possibilities for developing international applications for the Division of Continuing Education
6. Offer to host national conferences of scholars from specific countries (we are already talking about such conferences for Saudi and German students)
7. Target “science attachés” in Washington. Invite them to campus for a program highlighting 3-4 main CSU projects
8. Offer short-term Visiting Scholars or Visiting Diplomat residencies- this could be with or without stipend
9. Work closely with the alumni office to launch a major new effort to involve CSU’s international alumni
10. Within Continuing Education start a special program for UADY and other faculty at international institutions who may be looking to earn a M.A. or a Ph.D.

Attachment 2**Top 10 Recommendations for CSU's Internationalization Strategy****1**

Announce internationalization strategy focused on four regions and 20 partnerships. The title of the campaign is “Critical Choices for a Critical Century: Matching the Land-Grant University to a Global Mission.” The challenge for CSU—and this comes directly from the *University Strategic Plan* – is “to set the standard for public research universities, as the model for the 21st century land-grant university.”

2

Start planning for an initial CSU “international conference” for 2007-08 with President Penley playing a central role as host. Each college will have responsibilities to organize a separate program related to a common theme. The first conference should probably relate to a Pacific Rim topic.

3

Encourage new international efforts by faculty in a concerted way. Funding should be made available for up to 10 travel grants and 3 internationally-oriented conferences per year. An “International Faculty Circle” should be launched to acknowledge our most engaged faculty on the international level, and a new annual award for international work (as opposed to service) should be established. This could be for new work, and it might be reserved for junior faculty (perhaps with a modest financial award).

4

Introduce new institutions at CSU to provide advice on “best practices” for internationalization. Faculty committee should be appointed to advise on policy directions and provide peer reviews for the new faculty grants. An external committee with alumni and leaders from sectors outside CSU should also be appointed. An “International Presidential Fellows Program” for graduate students and a “Global Fellows Program” for international visitors should be established, and regular activities should be organized for them.

5

A “Center for Science, Technology and International Policy” should be considered, even though adequate funding may not yet be available. The Center would be a focal point for international research at CSU (especially relating to the super-clusters), and it would provide a special emphasis on outreach applications for our international projects.

6

Continue to improve opportunities for CSU domestic students to travel internationally for international learning experiences. Find funding for \$50,000 in financial incentives for students to study abroad (e.g., 100 grants of \$500 each). International recruiting can be improved with even closer collaboration between the Office of International Programs, the Admissions Office, and the Graduate School. CSU should expand the opportunities for graduate students to study abroad too. Develop opportunities for “field experiences” and internships for students.

7

Work with the colleges, the deans and other senior administrators to encourage “internationalization” at CSU and remove as many barriers as possible. The Strategic Plan calls for an internationalization of the undergraduate curriculum by June 2008 so implementation should begin promptly. Language offerings should be expanded, especially for the new “critical foreign languages,” and the International Studies major should be further developed since it is proving popular nationally and at CSU. Throughout the U.S., the fields of engineering and business are proving to be the “engines of globalization,” and CSU should focus on them too.

8

Collaborate with the Alumni Office to set a major effort in motion to identify and involve CSU’s international alumni. Schedule a trip for President Penley every two years to meet with international alumni in different regions of the world.

9

Emphasize “outreach” in CSU’s international activities. Cooperate closely with Extension Services, Continuing Education, and the Economic Advancement Office to make this outreach effective. Consider how to relate to K-12 programs; reach out to national student conferences which meet annually in the U.S. and host them in Fort Collins. Invite groups such as science attachés in Washington embassies to acquaint them with our research.

10

Integrate an international component into the CSU capital campaign. One document has already been drafted requesting \$20 million in endowment for international activities. Top priorities would include funding to (a) send CSU students abroad, (b) support the major interdisciplinary grant for faculty research, and (c) found the Center for Science, Technology and International Policy. International components are usually considered as desirable options for capital campaign donors.

