

Rinker Center for International Programs
Strategic Plan

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Diversity-conscious, globally focused faculty and staff who promote diversity and cultural understanding; enrich student experiences, encourage global citizenship on all levels • An accredited, ESL Program that prioritizes acculturation as a part of learning English that promotes and incubates best practices • RCIP supports every unit and engages every aspect of the Ball State experience (Housing, Bursar, academic departments, etc.) • Dedicated, passionate, culturally competent faculty and staff, who believe we can work for progress, improvement, and new ideas. • Institutional knowledge and subject matter expertise for BSU and community • Productive faculty and staff who support student success on a daily basis 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • External Communication to the University and the Community about who we are and the good work that we do has been very limited • Lack of long term strategic planning • Lack of front desk consistency in IEI. Cannot keep a critical position staffed • Ball State University lacks global brand identity • Considerable RCIP staff turnover (In 3 years, 11 staff left RCIP) with very few of these positions being replaced and an additional 4 staff were reorganized into Enrollment Management) leading to loss of information and a feeling of instability
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Engage with international and domestic alumni for recruitment, partnerships, donations to support internationalization • Expand / improve outreach to departments (offer a post IEI / pre-thesis writing course; assign IEI faculty to certain courses in some departments with intensive writing requirements, etc.) • Increase social media presence for RCIP and IEI - this could incorporate resources/materials from current and past students but also act as a marketing tool for prospective students • Develop a centralized marketing and communication hub. (campus-wide, RCIP, IEI, Alumni, Study Abroad, and International Communications) • Greater involvement with Muncie Community Schools & other local organizations to develop global perspectives and foster English language acquisition 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • Leadership turnover and staffing changes in RCIP/IEI and a lack of job security for IEI faculty • US political climate impacts international students and Study Abroad mobility • International enrollment declines at BSU • Campus Internationalization is not a clear campus priority • State legislative vision for higher education might not fully realize the strength and promise of internationalized higher education, within the Indiana and East Central Indiana context. • Lack of financial oversight and review policy and procedure for faculty program operation in Study Abroad • Changes in English Department program may have an effect on graduate student pool for IEI

Mission: The Rinker Center for International Programs promotes diversity and cultural understanding; enriches the Ball State student experience, and encourages and supports global citizenry on all levels.

2040 Vision: The Rinker Center for International Programs endeavors to be a campus resource and facilitator for international initiatives at Ball State University. We strive to be a catalyst for global understanding and cooperation in International Education for the campus and greater community.

“Higher education as a whole (not just those in co-curricular roles, those in identity studies - related fields, or those teaching “diversity” courses) has a responsibility to help students learn how to approach, understand, and dialogue about complex issues and across diverse perspectives.” (Lee, 2017, p.1)

By connecting students, faculty, scholars and staff across diverse international boundaries, the Rinker Center for International Programs at Ball State University seeks to provide a variety of high-impact experiences which will serve those who participate professionally and personally throughout their lives. The Rinker Center for International Programs advocates for diversity and cultural understanding to enrich the Ball State University experience and encourage and support global citizenry.

The Rinker Center for International Programs comprises four units: Study Abroad (SA), International Services (IS), Academic Engagement and Global Initiatives (AEGI), and the Intensive English Institute (IEI). These units each serve both academic and administrative internationalization goals for the University. Although each unit approaches the mission from various perspectives, their combined engagement provides for a robust and recursive experience for domestic and international students, scholars, and faculty on the Ball State University campus.

- Study Abroad supports BSU students to engage in, and BSU faculty to develop, credit-bearing, high impact, international experiences.
- International Services provides all aspects of F-1/J-1/H-1B document processing, orientation, cultural engagement activities, employment authorization, F-1 and J-1 student compliance, and support for all international scholars.
- Academic Engagement and Global Initiatives supports all aspects of partnerships with international universities as it relates to bringing international students and scholars to campus.
- Intensive English Institute supports ESL-only and conditionally admitted international students through language proficiency development, acculturation to the U.S. classroom experience and broader culture.

The Rinker Center for International Programs (SA, IS, AEGI and the IEI) seeks to be a catalyst for global understanding and a collaborative partner for international education. We are a recognized facilitator for international initiatives within Ball State University and the greater global community, and we serve as a ready resource for campus and community stakeholders.

(Lee, A. 2017, Teaching Interculturally, Stylus Publishing, Sterling, VA; p.1)

Goal 1: Undergraduate Excellence and Innovation

1.1 Increase student opportunities to engage in diverse cultural experiences which enhance their individual experiences and contribute to the internationalization of the campus.

The Rinker Center for International Programs supports undergraduate excellence in many programmatic and administrative ways. By fostering international partnerships, we develop pathways for students and scholars to attend Ball State, interact with BSU faculty and students, and internationalize the campus in a variety of ways. When international students and scholars arrive, we orient and support their academic and administrative needs from the point of admission until graduation and beyond. While on campus, we provide a variety of cultural programming and we engage in meaningful partnerships between IEI and academic classes - all designed to encourage high-impact engagement between domestic and international students. Domestic students wishing to engage more deeply in an international exchange and faculty wishing to lead a group of students on international credit-bearing programs are all encouraged, supported and guided through the process. All of these activities provide support for developing global citizens who enrich the BSU community by helping to build cultural literacy, global awareness, and a respect for differences in people, ideas, and opinions. All The Rinker Center for International Programs units will continue to support and encourage student involvement, which allows students to reflect and share their experiences and ideas as well as engage with the diverse experiences and ideas of others. We know from feedback from campus stakeholders that this is invaluable for both the campus and the greater Muncie community.

Activities Include:

- Provide engaging, meaningful international student orientation five times each year
- Provide targeted communication about our internationally-focused activities which focuses on specific constituencies (i.e. faculty, students, community)

Measurable Outcomes:

- Increase number of initiatives to improve quality and quantity of engagement activities
- Increase number of international partnerships
- Increase number of faculty and/or students participating in Study Abroad office activities on campus
- Increase number of internationally-focused events offered
- Implement improvements to existing study abroad programs based on data or feedback and develop new programs to encourage student participation on study abroad programs
- Increase actions based on feedback from participants in cultural events
- Increase student participation on study abroad programs by 25 students annually

Anticipated Results:

By increasing intentionality in our planning and design of cultural engagement activities

as well as partnerships with campus and community groups on various activities, we anticipate a better understanding and usage of the services and programmatic opportunities provided through The Rinker Center for International Programs.

1.2 Increase visibility of and participation in Study Abroad programs

Study Abroad experiences for both undergraduate and graduate students are viewed by most American universities as a high impact practice (HIP). The National Survey of Student Engagement (NSSE) founding director George Kuh recommends that undergraduates participate in at least two HIPs over the course of their undergraduate experience—one during the first year and one in the context of their major. As Ball State alumnus, Jason Rose wrote “...study abroad is interactive as students collaborate with peers, professors, and the people from their host country. Study abroad also encourages engagement as students are immersed in a new environment and culture. Study Abroad requires some personal reflection as typical participants learn to evaluate elements of their own culture in an unbiased manner, allowing multicultural interactions in other settings to become more natural.” Jason studied early 20th Century American Cultural and Social History with a subspecialty in Transnationalism and Digital History.

Activities Include:

- Hiring a program coordinator to extend campus outreach to students and faculty
- Creating an annual luncheon/information session for new faculty to ensure they are aware of how to:
 1. Provide transparent communication regarding study abroad opportunities for faculty and students
 2. Review of barriers to study abroad participation and development of initiatives to mitigate barriers
 3. Develop course articulation
 4. Implement improvements to existing programs based on data or feedback

Measurable Outcomes:

- Increase number of faculty and/or students participating in Study Abroad office activities on campus
- Increase number of Study Abroad programs by 3 annually
- Increase number of students studying abroad by 25 annually
- By 2024 the number of Study Abroad programs will increase by 10% and participants will increase to 10% of the Ball State University population, which is currently the national average (SA is currently at 8%)

Anticipated Results:

By increasing intentionality in our planning and design of cultural engagement activities as well as partnerships with campus and community groups on various activities, we anticipate a better understanding of the services and opportunities provided through The Rinker Center for International Programs.

http://nsse.indiana.edu/html/high_impact_practices.cfm

<https://iusboverseas.wordpress.com/2014/07/09/study-abroad-a-high-impact-educational-practice/>

Goal 2: Graduate & Adult Learning

Our University expands its reach and impact along the continuum of human development and is nationally recognized for serving graduate students and other adults throughout their lifetime educational journey and for our agility in anticipating and responding to workforce needs.

2.1 Develop global and cultural competencies as a critical aspect of both professional and personal lives of graduate students and other adults in their lifelong educational journey.

The Rinker Center for International Programs strives to provide our constituents with expanded opportunities to develop a more holistic view of globalization, culture and the benefits of understanding and managing through diverse perspectives. At present, global and cultural competencies are undefined at Ball State. The Rinker Center for International Programs is poised to work collaboratively with academic departments to help graduate students develop global competency through the curriculum as well as develop partnerships to help graduate and certificate students to learn about global internships and collaborative research.

Activities Include:

- Creating and facilitating a committee which will define internationalization and global and cultural competencies at Ball State
- Identifying and pursuing sustainable academic partnerships that incorporate the needs of departmental, college, and university strategic plans.
- Expanding graduate internships and experiences allowing them to engage in global workforce systems and perspectives.
- Expanding international academic partnerships that target graduate students to provide this under-served population increased and flexible opportunities to engage global academic learning systems and perspectives
- Providing increased opportunities for faculty to expand global competencies through workshops, seminars, faculty exchange, etc.
- Working with departments and colleges to develop programming options (partnerships, certificates, collaborative research, etc.) that supports increased opportunity for global engagement

Measurable Outcomes:

- Increase international bilateral partnerships (currently have 17 university wide bilateral partnerships)
- Increase bilateral exchange partnerships that specify Graduate study (currently no partnerships explicitly mentions Graduate study)
- Increase number of workshops for faculty development
- Increase engagement with academic units to determine interest and feasibility in expansion of global engagement for students and/or faculty
- Increase number of engagements with academic units

- Implement improvements to existing programs based on data or feedback

Anticipated Results:

Increased global and cultural engagement for Ball State faculty and students

Goal 3: Community Engagement and Impact

As a community-engaged institution, our University is internationally recognized for mobilizing and leading partnerships that revitalize and sustain our city and region.

3.1 Connect with local partners to provide cultural activities for the broader community.

Community engagement is vital for strengthening our community. As an anchor institution, Ball State is expected and uniquely positioned to do that. The Rinker Center for International Programs has become more involved in community activities by holding events on campus and by participating in events organized by the off-campus community. The current partnership between the IEI and Muncie Community Schools provides English language training for parents of international students in the schools. Through its many cultural programs and events on campus, the Rinker Center will engage both the campus community and the off-campus community. The International Services' Friendship Family Program, Culture Exchange and The Amazing Taste are events that contribute to international education and intercultural awareness for the Ball State and Muncie communities. In 2019, IS and the BSU Women's Club International Interest Group co-designed the International Extravaganza event for international undergraduate and graduate students and their families, faculty and staff. Plans are in effect to expand this event and make it an annual campus tradition. All of these community events bring about global engagement in a multitude of ways. By contributing to, assessing and expanding this dynamic network, we are able to make a difference in our local and global communities.

Activities Include:

- RCIP and IEI programming that brings students, guests, or events to campus that centralize the Muncie and East Central Indiana community in guest experiences
- RCIP and IEI programming that supports the Muncie and East Central Indiana international community by connecting resources, opportunities, and community members
- Opportunities and programming for international campus guests to experience the University, the Muncie Community, and East Central Indiana
- RCIP events are open to the community, university and local interests

Measurable Outcomes:

- Increase number of events and projects which integrate Muncie and BSU communities
- Increase number of activities in which RCIP units assist community organizations and events

- Increase number of engagements with academic units
- Implement improvements to existing programs based on data or feedback

Anticipated Results:

Improved Muncie community engagement with international students and improved international student engagement in the Muncie community

Goal 4: Scholarship and Societal Impact

As a public research institution, our University recruits and retains outstanding faculty and staff who engage in scholarship—of discovery, application, and teaching—that garners national and international recognition, attracts external resources, and improved lives.

4.1 Facilitate and support internationalization and international development for faculty and staff focused on course or departmental internationalization

The Rinker Center for International Programs directly supports campus internationalization in many programmatic and administrative ways. The AEGI, IEI and SA partners with faculty who are interested in developing international connections/initiatives for their courses. The IEI and IS provides guest lectures or cultural experts to speak on country/culture-specific topics. The IEI supports internationalization through class collaborations e.g. IEI classes collaborating with academic courses (mixed group sessions). The IEI serves as cultural attaches when faculty visit internationally. Study Abroad provides presentations and workshops for faculty to develop international programs. Study Abroad provides opportunities for faculty and staff to participate in overseas partnership programs and by providing funding for faculty to explore international locations for program site development.

Activities Include:

- Developing evaluation criteria for assessing the internationalization of units, departments, programs, faculty and scholarship
- Providing internationalization-centered, development curriculum and consultation services for BSU faculty and professionals

Measurable Outcomes:

- Increase number of faculty who have participated in internationalizing activities
- Increase number of projects proposed, faculty and development participants, students impacted by internationalization activities
- Increase number of courses linking international components/working toward internationalization
- Increase number of unit developments/consultations

Anticipated Results:

Increased internationalization of curriculum at Ball State University

Goal 5: Institutional and Inclusive Excellence

Our University is distinguished for institutional effectiveness and inclusive excellence across all dimensions of our work and for our positive and vibrant culture of wellbeing that helps our faculty and staff lead engaged and meaningful lives.

5.1 Review programs and processes to develop efficiencies and establish a culture of transparency and data-informed decision-making internationalization processes

The Rinker Center for International Programs will begin an immediate review of all policies and procedures, which relate to international relationship building, developing the University's institutional international partnerships, communicating policies and procedures to IEI Faculty and IEI students, and Study Abroad processes relating to students and faculty. Some policies are presently unwritten, others are fully developed but require better general communication and placement on the RCIP website. Policies may also be communicated in a more intentional fashion in faculty meetings and informational luncheons. Internally, the Rinker Center will regularly offer faculty and staff meetings to ensure that everyone is well informed and part of many of the decision-making processes. Angela Baldasare, Senior Strategic Consultant from Civitas Learning posited "Collecting and even analyzing data is not enough, in isolation, to drive real change on a college or university campus. What's critical is to make data responsiveness part of the cultural identity." To this end RCIP will seek to incorporate transparency and data-informed decision-making within the Rinker Center on a daily basis.

Activities Include:

- Creating written policy for procedures that have not previously been included in a deliberate system of principle for the purpose of guiding decisions and achieving rational outcomes
- Establishment of electronic workflow
- Redesigning website to offer better accessibility to faculty and students regarding RCIP policies and procedures
- Creating a brochure that highlights the different functions within the RCIP and indicates appropriate contact persons

Measurable Outcomes:

- Number of efficiencies from process review
- Establishment of electronic workflow

Anticipated Results:

Establish a culture of transparency and data-informed decision making internationalization processes that both informs the RCIP and advances these processes

5.2 Facilitate and support internationalization processes on a continuous basis (for university engagements, external partnerships, student abroad processes, etc.)

The Rinker Center for International Programs directly supports Ball State faculty and staff scholarship by leveraging and developing the University's institutional international partnerships and building faculty capacity. We also have the unique opportunity to engage with visiting international scholars and faculty and help them to make important connections on campus. Institutional international partnerships such as student enrollment and faculty exchange programs, create value-added internationalization specializations to existing and developing faculty expertise. Building faculty capacity, specifically internationalization, supports faculty growth and development of research and practice agendas. Programs in which faculty apply and expand their professional competencies in extra-local contexts brings greater reach to both individual faculty as well as departments, and the university at large. These programs are often externally funded, and thereby constitute organizationally sustainable faculty development efforts with a direct impact on the University's national and international standing.

Activities Include:

- Creating international scholar receptions to connect scholars with fellow international scholars and with international faculty throughout Ball State
- Identify, prioritize, and support faculty and professional personnel application of externally funded international grant and development projects.
- Facilitate an internationalization-focused, development curriculum for BSU faculty and professionals.
- Produce press-releases, project reports, other public facing media that communicate the depth and value of BSU faculty and professional personnel work in this regard.

Measurable Outcomes:

- Increase number of involved departments
- Increase number of projects proposed, faculty partners, departments involved
- Increase number of publications and news stories

Anticipated Results:

Increased constituent support of BSU internationalization initiatives