

# Globalization Strategic Task Force Report // January 5, 2018

submitted by Co-Chairs Clara M. Chu and Peter Constable

## Global Rankings

2nd

Among public institutions for number of international students enrolled at Illinois (12,454) in 2016-17 by [Open Doors](#)

7th

Best Value School by [Forbes](#)

14th

In the 2018 "Top Public Schools (National University)" category by [U.S. News](#)

20th

Among all national institutions for number of students studying abroad (2,018) in 2015-16 by [Open Doors](#)

30th

Most prestigious university of 2016 among national and international institutions by [Times Higher Education: World University Rankings](#)

33rd

Among National and international institutions in the 2015 [Center for World University Rankings](#)

69th

Overall in the world according to the 2016-17 [QS World University Rankings](#)

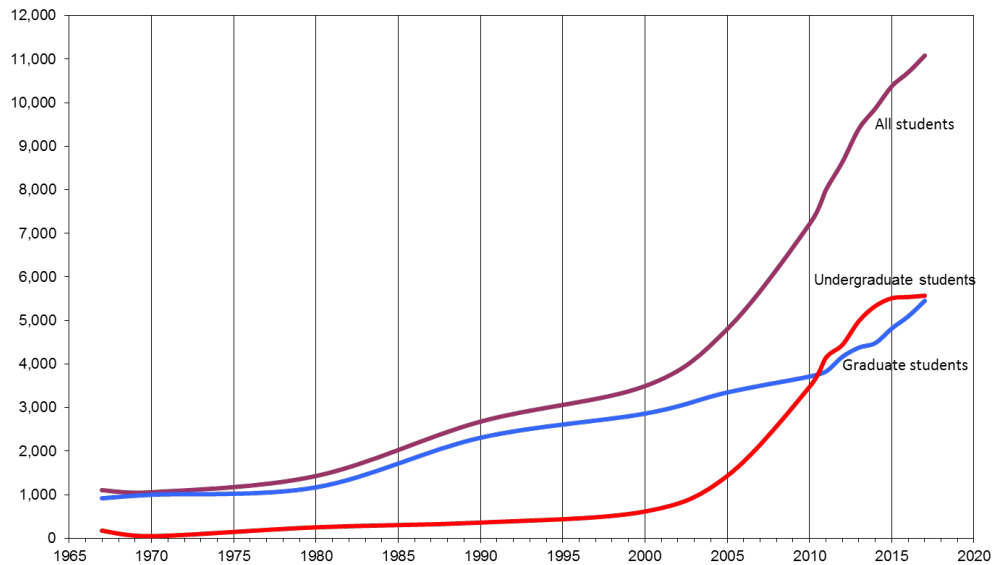
Source: <http://international.illinois.edu/global-impact/numbers.html>

## Introduction

The 19 members of the 2017-18 Illinois International Advisory Committee (IIAC) (see Appendix) make up the Globalization Strategic Task Force (GSTF) of the University of Illinois at Urbana-Champaign's (Illinois) strategic planning process 2018-23. The following report is informed by the IIAC's work (research, analysis and reports) in developing a campus-wide globalization strategy and committee meeting discussions and recommendations to specifically respond to the six questions that constitute the content of this GSTF report.

Today's society in general and Illinois in particular exist in a global context because of communication, technological, economic, political, migration and environmental developments, among other factors. Moreover, our campus community is international, reflected in the international student enrollment that is primarily responsible for the increase in total enrollment on the Illinois campus since 1970 (see figure below). In the fall semester of 2017, international students accounted for 17% (5,567/33,624) of undergraduate student enrollment and 41% (5,451/13,210) of graduate student enrollment. Our professional programs have a much lower percentage (6%, 64/992) of international student enrollment. Overall, international students account for 23% (11,082/47,826) of our total student enrollment.

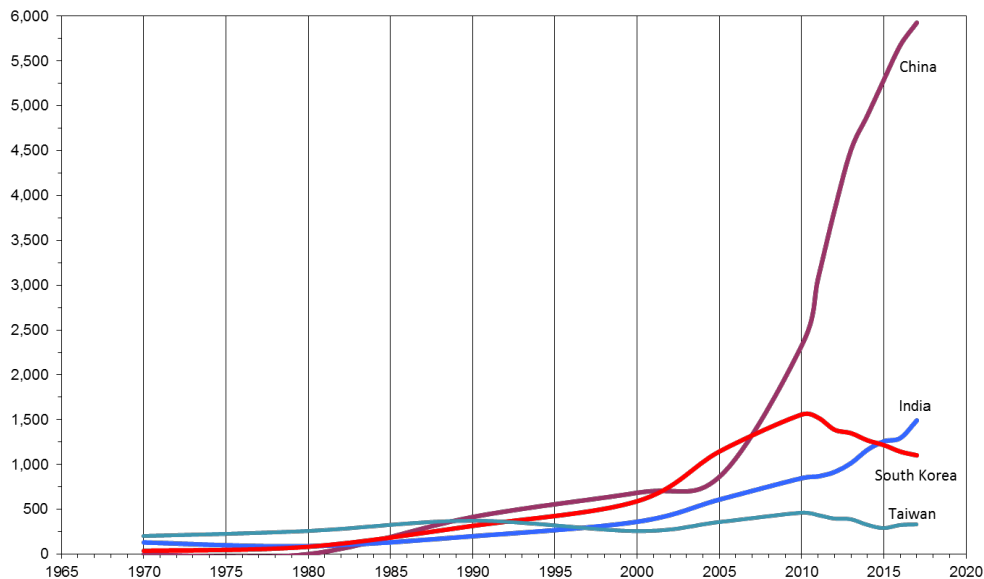
**UIUC International Students, 1967-2017, Division of Management Information**  
 This report is based on the SEVIS file of international students and the Registration Census 10-day student statistics.



The marked increase in international student enrollment since 1970 has two components: a steady increase in international graduate students since 1980, and a marked increase in international undergraduate students since 2002 that has plateaued over the last three years. The enrollment of Chinese students has accelerated greatly since 2004, with China (5,930 students) being the leading country of the top four with the most enrolled international students in fall 2017, followed by India (1,495), South Korea (1,101), and Taiwan (329). The fact that international student growth has been driven by countries in Asia requires examination in order to predict potential future growth areas.

**UIUC International Students (4 highest country enrollments)**  
 1967-2017, Division of Management Information

This report is based on the SEVIS file of international students and the Registration Census 10-day student statistics.



Illinois is second in the country among public institutions when it comes to its international student enrollment numbers and sixth in the country overall. In addition to the quantitative and qualitative benefits of enhanced learning outcomes for both domestic and international students, international students bring numerous economic benefits to the state of Illinois, including economic contributions of more than \$1.6 billion and 22,270 jobs in 2016, according to NAFSA (Association of International Educators, <http://www.nafsa.org>). The contribution to the Urbana-Champaign economy alone totaled \$382 million.

The global impact and “brand” of universities are increasingly important to the financial sustainability of higher education institutions such as Illinois as noted by Moody’s Investor’s Services in its 2018 outlook for the higher education sector. To succeed in a globalized environment with an international campus community and an ever-increasing international focus, Illinois needs to develop and implement a deliberate globalization strategy.

## 1. What is a globalization strategy for Illinois?

A globalization strategy will facilitate differentiating the University’s education, research and engagement activities in the academic marketplace. As a central component of the Illinois experience, our students will, upon completion of their undergraduate, graduate or professional education, be globally/internationally competent. Students will understand the values, histories, practices, and concerns of the world’s diverse cultures, enhance their language skills, and determine how to navigate the complexities of our interconnected world. A globalization strategy will also create conditions for innovative and culturally appropriate research that enhances understanding and solutions to global issues confronting the world’s populations. The campus will engage with members of the public and private sectors to develop teaching resources, professional training opportunities, and public programs to facilitate understanding and solving global problems by leveraging local ideas and resources, and local problems informed by international perspectives.



By deliberately adopting a globalization strategy, we will create an academic community that:

- thinks globally - a mindset connecting relationships to people and subject content from different perspectives (knowledge, research), both locally and globally,
- engages knowledge with a global and public outlook,
- connects the expertise and resources of the university in ways that address society’s grand challenges, and
- offers academic expertise, engagement and outreach in global activities.

## 2. What are Illinois' greatest opportunities related to creating a globalization strategy?

A globalization strategy at Illinois provides the greatest opportunities to:

- 1) purposefully create and sustain partnerships that are international in focus and/or composition to address society's grand challenges
- 2) develop centralized structures to sustain and improve upon the campus's existing strength in global research education and engagement
- 3) identify international work that is currently done in isolation and connect interdisciplinary expertise to augment discovery, interpretation and solutions
- 4) enhance and expand the Illinois brand, increasing the University's international visibility and strength, in association to an international marketing plan tied to goals (e.g., increase the Illinois brand in Europe)
- 5) provide additional opportunities to engage/invest in Illinois International, which will require investment in dedicated development staff
- 6) increase the quality of education, thereby enhancing the value of and pride in an Illinois degree
- 7) develop new undergraduate, graduate, and professional degree programs leveraging international interdisciplinary strengths across campus
- 8) create opportunities for synergies across units/campus and with public and/or private sectors
- 9) increase Illinois's physical presence in China
  - a) Coordinate all University activities (including advancement) from one central location in China in order to build synergies and increase opportunities
  - b) Ensure financial structures and procedures are in place so that the University is eligible to apply for Chinese research funding opportunities
- 10) explore expanding Illinois's presence in other geographic regions of the world (e.g., India, South America {Brazil, Chile, Argentina} and sub-Saharan Africa), including creating criteria for evaluating and developing international offices or campuses. Criteria to be considered include the goals associated with different localities such as enabling research partnerships, attracting graduate students, building on existing relationships, etc.
- 11) move the Illinois International Programs office to a suitable on-campus location

### 3. What opportunities and challenges do we face when creating a globalization strategy over the next five to ten years?

A summary of the opportunities when creating a globalization strategy have been described in the answer to Question 2. In order to sustain a globalization strategy, the same opportunities are considered applicable for the next five to ten years. Engaging in such opportune activities opens up a space to tackle the following challenges:

i. **Develop sustainable financial and structural systems.** We need to develop a sustainable and predictable budget for international activities. The budget should be based on the budgetary philosophy outlined in draft [Integrated and Value-Centered Budgeting](#) document (dated December 22, 2017). It would therefore be appropriate that some of the budget for International activities is derived from international student tuition and the indirect costs of international research grants. We also need to develop robust structural systems that leverage digital solutions and strategies that reduce costs by automating processes and provide virtual access, and ensure adequate human and physical resources to implement a campus-wide globalization strategy.

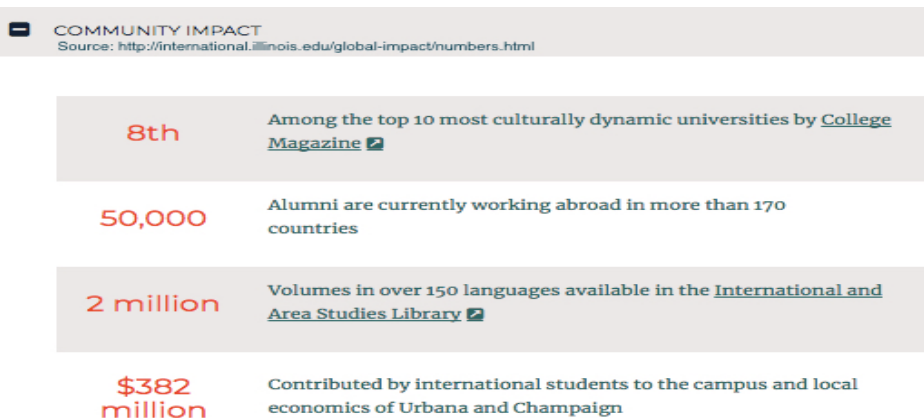
ii. **Develop and implement methods to monitor success** (i.e., metrics). For example:

- Accomplishments of programs
- Student learning outcomes
- Balance of quantitative and qualitative data, and baseline data for national and/or international comparisons
- Create measures and incentives for programs and activities that contribute to the university's international programs but don't fall within existing evaluation models within units

iii. **Minimize duplication of tasks** (e.g., visa processing). We need to centralize processes without eliminating unit flexibility.

iv. **Communicate effectively to a cross-section of audiences.** We need to champion the value of international engagement structure (what & why), and to engage state and local lawmakers, and community members in recognizing and understanding the importance and value of international activities.

v. **Increase engagement with international alumni.** We need to actively pursue international advancement activities and connect with alumni worldwide.



## 4. What specific actions would be most effective in realizing a globalization strategy potential in education, research and engagement? What new investments would be necessary to implement those actions? Please distinguish short (24 months), medium (3-5 years), and long-term horizons (5-10 years) for the actions.

### 4a. EDUCATION

**Questions:** *What specific actions would be most effective in realizing a globalization strategy potential in **education**? What new investments would be necessary to implement those actions? Please distinguish short (24 months), medium (3-5 years), and long-term horizons (5-10 years) for the actions.*

Based on the vision of a global education, we recommend the following specific actions:

1. Develop a coherent and comprehensive study abroad structure that brings cohesion across all units that offer study abroad programs.
2. Develop and implement a student recruitment strategy to diversify our international student body.
3. Coordinate with area studies centers to support integrative learning experiences across the campus. These would include study abroad, undergraduate research opportunities, and capstone courses.
4. Collaborate with area centers and academic departments to develop a virtual international experience that introduces global studies, area studies, and the university's international opportunities. The new Design Center will emphasize immersion (along with design, build and launch) and have a number of virtual immersion capabilities.
5. Build on work of area studies centers with departments, schools, and colleges to integrate international experiences into their curricula, seeking not only outgoing experiences but also incoming and virtual learning opportunities.
6. Encourage incoming international learning opportunities by supporting small courses with robust mixes of domestic and international students.
7. Integrate interactions between domestic and international students more fully into residential life.
8. Increase recruitment of international faculty, staff and students based on strategic goals and measurable outcomes that can assist in evaluating the return on the investment over an appropriate timeline.
9. Evaluate campus resources and ensure allocation of funds to support English language acquisition for international students (e.g. Intensive English Institute (IEI), English Placement Test (EPT) and ESL courses).
10. Highlight successful program models and share best practices, such as 3+2 cooperative education programs in the College of Engineering.
11. Engage in college and university wide strategic partnerships in establishing joint institutes (e.g. College of Engineering Zhejiang University Institute) and schools in order to offer academic expertise and outreach globally.

The following new investments are necessary to implement the above actions, distinguished in **short** (24 months), **medium** (3-5 years), and **long-term** horizons (5-10 years):

## Short-term (24 months)

- invest in area studies staff and facilities to increase their impact as resources for students in study abroad, undergraduate research opportunities, and capstone courses. This involves a commitment to existing staff while the proposed new Institute (see Medium-term section below) develops an organizational and fiscal foundation.
- Develop a coherent and comprehensive study abroad structure across the entire campus to enhance student global academic experiences. Currently, Illinois Abroad and Global Exchange (the central study abroad office) plus seven colleges (ACES, Business, Education, Engineering, Law, Liberal Arts & Sciences, and Media) offer study abroad programs.
- Develop an intentional student recruitment strategy to diversify our international student body beyond the three major sending countries (China, India and South Korea) that currently provide 77% of our international students.
- Make use of our wealth of student data to evaluate international student outcomes and indicators for success. Explore partnering with the Illinois Data Science Initiative (iDSI) <https://idsi.illinois.edu/>.

## Medium-term (3-5 years)

1. Create an Institute to house the area studies centers on campus, independent of the administrative functions such as International Student and Scholar Services (ISSS), Illinois Abroad and Global Exchange (IAGE), and International Business Operations (IBOPS) that would have academic unit credentials and maintain the centers broad campus-level mandate.
2. Under Institute auspices a) develop new professional graduate program that would aggregate interdisciplinary strengths in global affairs to train leaders for success in globalized and regionally focused careers in both the public and private sectors, and b) work with the Center for Innovation in Teaching & Learning (CITL) to develop a virtual international experience (a MOOC-type online course) that provides an introduction to global studies, area studies, and UIUC' international opportunities. This would feature all of the University's major international partners.
3. Encourage incoming international learning opportunities by supporting small courses with robust mixes of domestic and international students. This would require some funding for course development, allocated by the Institute.
4. Working with Housing, Illinois International will integrate interactions between domestic and international students more fully into residential life, possibly including a Living and Learning Communities.
5. Working with the Cline Center, National Center for Supercomputing Applications (NCSA), the University Library, the iSchool and other campus partners, to develop a Global Informatics Program within the Institute, and develop tools for accessing these resources.

## Long-term (5-10 years)

1. Work with departments, schools, and colleges to integrate international experiences into their curricula, seeking not only outgoing experiences but also incoming and virtual learning opportunities. This would require funding for pilot projects and for seeding longer-term projects.
2. As part of our goal of drawing upon international perspectives on campus, increase recruitment of international faculty, staff, and students. This will require seeding a significant number of positions as part of the regular hiring process.

3. Develop project-based educational programs under Institute auspices that engage in public policy and conflict resolution issues.
4. Find a donor with international interests, with capacity sufficient for naming rights for the Institute.

## 4b. RESEARCH

**Questions:** *What specific actions would be most effective in realizing a globalization strategy potential in **research**? What new investments would be necessary to implement those actions? Please distinguish short (24 months), medium (3-5 years), and long-term horizons (5-10 years) for the actions.*

Faculty and scholar-initiated research activities remain central to our success and these activities must be fostered, facilitated, supported, and rewarded. Duplication of activities and processes at the unit level should be identified and efficient processes implemented wherever possible. Existing area studies and research centers should be actively involved in plan development and execution, when appropriate.

### Short-term (24 months)

- Support research goals and strategies associated with the 2018-23 campus strategic plan that are international in focus or can be infused with international perspectives
- Continue to promote and support individual faculty efforts related to international engagement
- Provide a centralized method to facilitate international engagement efforts
  - Initially this should focus on providing resources and knowledge related to common activities related to international engagement, such as:
    - Optimized process for obtaining international visas (both visitors to campus and Illinois faculty/staff/students going abroad)
    - Searchable and accessible repository of active Memorandum of Understanding agreements
    - Harness Illinois Experts to provide a searchable list of faculty/unit activities based on geographic regions (may focus on last 5 years, identification from topic of research and international co-authors, country of grant origin or country-focus of grants)
    - Develop an accurate list of planned international faculty/administrative visits in order to help promote the Illinois brand, whenever appropriate. Coupling this to a mandated international health/evacuation insurance policy for all visits will facilitate capture of this information
- Identify predictable and sustainable funding sources for international engagement activities
  - A percentage of international student tuition and international research grants would appear to provide a suitable source

### Medium-term (3-5 years)

- Implement and/or enhance formal partnership/sponsorship programs and off-campus presence, including
  - Have an increased physical presence in China
  - Have a physical presence in India
  - Start executing the plan to increase the Illinois brand in Europe
- Relocate the Illinois International Programs office to a suitable on-campus location
- Determine the resources needed to increase our involvement in the Middle East



- Explore implementing shared graduate degree programs with international institutions
- Under the auspices of the Institute and in the tradition of the Beckman Institute, create the structure and capacity to support established and emergent interdisciplinary research teams focused on global challenges; these may include research teams focused on topics such as global health and migration
- Develop an advancement plan for the University's international research and innovation

### **Long-term (5-10 years)**

- Expand the advancement plan for international research activities

## **4c: Engagement (plus Outreach)**

**Questions:** *What specific actions would be most effective in realizing a globalization strategy potential in **engagement**? What new investments would be necessary to implement those actions? Please distinguish short (24 months), medium (3-5 years), and long-term horizons (5-10 years) for the actions.*

Engagement in an UIUC globalization strategy is with both the local and international public and public sectors. Short-term efforts will focus on communities local to Urbana-Champaign. As technology and off-campus infrastructures become available, engagement with the rest of Illinois and the global community will take place.

### **Short-term (24 months)**

- Create an International Institute to facilitate interdisciplinary collaboration in research, education, and outreach across colleges in the international area.
- Develop clear delineation of responsibilities between campus level and unit level study abroad offices. Units should be responsible for program development and data collection, campus should be responsible for health & safety, standards, and data management.
- Develop a consistent set of standards for student engagement abroad.
- Increase engagement of the area studies centers to include closer work with campus leadership to facilitate international advancement, to help develop new strategic priorities internationally, and to support the establishment Illinois's physical presence around the world.

### **Medium-term (3-5 years)**

- Create an incentive structure for outreach and engagement to demonstrate a commitment to these activities including: promotion and tenure, funding opportunities, unit reporting requirements, and a unified system for data collection/reporting.
- Develop a systematic funding formula to ensure that engagement-focused units and activities are sustained, and opportunities exist for faculty to create new international engagement activities. We recognize that true outreach is not a revenue-generating activity, and should not be. A commitment to engagement requires a redistributive model to sustain it.
- To facilitate the resiliency of our local community within a global economic and political arena, we need to develop working partnerships (and provide financial support) for existing community engagement/outreach organizations in the Champaign-Urbana community that are in-touch with

community needs, interests, and opportunities. These organizations include K-12 educational institutions, community governments, local businesses, and nonprofits.

- Develop interdisciplinary strategic partnerships in locations that will facilitate the next generation of research, education, and outreach opportunities for students and faculty that can be competitive for external funding in the international arena for peer-to-peer tertiary institutional partnerships.

### **Long-term (5-10 years)**

- Sustain interdisciplinary strategic partnerships in locations that will facilitate the next generation of education, research, and outreach opportunities for students and faculty that can be competitive for external funding in the international arena for peer-to-peer tertiary institutional partnerships.

## **5. How can we better leverage our research strengths to enhance the university's educational mission from a globalization perspective?**

To enhance our educational mission from a globalization perspective, we can better leverage our research strengths in the following ways:

- Use research strength to attract the best students, choosing target subject areas and countries
- With a sustainable infrastructure (an institute) + sustainable and predictable funding = opportunities for new degree programs that are interdisciplinary and international in nature plus support for research and engagement
- Establish an infrastructure (Global information Center) to bring together knowledge, skills and data from across campus and beyond
- Better promote, leveraging information and communication technologies, all international strengths at Illinois, emphasizing international research accomplishments locally, regionally, and internationally to better translate research to new and established stakeholders
- Leverage available metrics (e.g., American Council on Education <http://www.acenet.edu/news-room/Pages/Mapping-Internationalization-on-U-S-Campuses.aspx> for benchmarking for quality improvement
- Recognize the value of International contributions in salary programs, tenure and other reward systems, and that publishing internationally contributes to globalization

## **6. Globalization presents many opportunities for community engagement. How best can we engage our local community through our efforts in this area?**

Globalization provides the following opportunities to engage our local community. Additionally, by employing information and communication technologies, virtual community engagement can expand our reach not only to our local community but also globally.

- Outreach into and engage schools, libraries, cultural heritage institutions and community organizations around international cultural activities
- Promote international students, scholars and other campus members to visit local schools to provide language and cultural information (e.g., ISpeak)
- Present international research and knowledge where communities are located
- Strategically implement push-pull communications to effectively address factors related to the University's international vs. local interests
- Establish a community engagement role, public engagement office, coordination and a database (e.g., Focal point grants)
- Use existing extension system to provide learning and engagement opportunities related to global issues

## Appendix: Globalization Strategy Task Force

The Globalization Strategy Task Force (GSTF) for the purposes of the University of Illinois at Urbana-Champaign strategic planning process (2018-23) is made up of members of the Illinois International Advisory Committee (IIAC), 2017-18, and its Co-Chairs. In August 2016 Reitumetse Obakeng Mabokela, Vice-Provost for International Affairs and Global Strategies (VPIAGS), appointed the IIAC to serve a one-year term to develop a campus strategy for globalization and to serve in an advisory capacity the VPIAGS on a range of international issues. She re-appointed members of the committee to serve a second term (2017-18) to align its efforts with the campus-wide strategic planning process. Most members are serving a second term, a few members were not available to continue due to other commitments or had graduated.

Clara M. Chu, Mortenson Distinguished Professor & Director of Mortenson Center, Library [Co-Chair]

Peter Constable, Professor & Dean, Veterinary Medicine/Council of Deans [Co-Chair]

Jerry Dávila, Professor & Director of the Lemann Center, College of Liberal Arts and Sciences

J. Stephen Downie, Professor & Associate Dean for Research, School of Information Sciences

Melissa Edwards, Director of Research Communications, Office of the Vice Chancellor for Research

Margereth Etienne, Professor & Associate Dean for Graduate and International Programs, College of Law

Edward Ewald, Executive Vice President, UI Foundation

Prasanta Kalita, Professor, College of ACES/ Council of Undergraduate Deans

Maryam Khademian, Graduate Student

Kenneth Long, Graduate Student

Ben Lough, Associate Professor & MSW Program Director, School of Social Work

Robert Pahre, Professor & Department Head, College of Liberal Arts and Sciences

Beth Scheid, Assistant Chief Information Officer, Technology Services

Erol Tutumluer, Professor & Director of International Programs, College of Engineering

Alex Winter-Nelson, Professor & Director of the Office of International Programs, College of ACES

Allison Witt, Director of the Office of International Programs, College of Education

Steve Witt, Associate Professor & Head of International and Area Studies Library/ Director, Center for Global Studies

Angharad Valdivia, Professor, College of Media

Deanna McDonagh, Professor, College of Fine and Applied Arts