

# **2008-2011 STRATEGIC PLAN**

*for*  
**International Program Development**  
*at*  
**Western Oregon University**

*Presented to*  
**President John Minahan**  
April 2008

## **INTRODUCTION**

In September 2005, ISSA submitted a “Three Year International Student Recruitment Strategic Plan” to the Provost Office for implementation. The purpose of creating such a plan was to provide a blueprint for ISSA and WOU to build a solid foundation for developing the international program and internationalizing the campus culture at WOU. After two and a half years of executing the plan, ISSA has surpassed the goals initially set. In order to further realize the university’s vision for international education at WOU, we feel strongly that a new three year comprehensive International Strategic Plan should be in place to outline the future goals and strategies that will help to continue the growth of WOU’s international program and the internationalization of the campus.

## **2005-2008 RETROSPECTIVE**

- Made 10 international recruitment trips to China, Japan, Korea and Vietnam, as well as 2 domestic recruitment trips to Washington D.C. and the state of Washington.
- Processed 1,015 applications and issued 610 visa documents. See appendix 1.
- Made/received approximately 60,000 phone calls, faxes, and emails to/from students.
- Conducted approximately 3,000 individual international student advising and consultations.
- Recruited 352 degree seeking and IEP international students to WOU (up to spring 2008), and doubled the international student enrollment for two consecutive years, from 60 students in September 2005 to 120 students in September 2006, and 250 students in September 2007. The original goal established in the first strategic plan was to recruit 40-50 international students per year.
- Established a very successful Intensive English Program with 50 -70 students each term.
- Organized 40 international events and activities on campus and in the local community. See appendix 3.
- Conducted 100 presentations by ICSP students in the local community.

- Developed a new set of international recruitment and promotional materials, new International Student Handbook, and updated the international webpage.
- Established two dozen articulations and exchange agreements with international institutions. See appendix 4.
- Established a very successful short term international cultural and training program that promotes cultural and economic exchanges between Oregon and other countries. WOU hosted:
  1. 17 finance administrators from Guangxi Province, China (June 2006).
  2. 8 hospital administrators from Anhui, China (April 2007).
  3. 2 school teachers and 15 students from Shenyang, China (August 2007).
  4. 23 bankers from Shanxi, China (February 2008).
  5. 4 school teachers and 8 students from Qianshan Evening News, Anshan, China (February 2008).
- Initiated an international visiting scholar program that brought 14 visiting scholars from China and Korea to WOU.
- Established a very successful Faculty International Development Program, sponsored 8 faculty and 31 WOU students to China in 2007.
- Invited/hosted 18 university presidents and deans from China to visit WOU.
- Arranged 5 trips for top WOU administrators to visit Chinese universities and government agencies, as well as the U.S. Embassy and Consulates.
- Total revenue generated from degree seeking and IEP international students is approximately 6 million dollars by the end of Spring 2008. (2005 - 2006 = 0.75m, 2006 - 2007 = 1.75m, 2007- 2008 = 3.5m)  
The input of external IEP funding has allowed our program to be completely self supporting, and still generated \$180,000 back to WOU's general fund in July 2007.

### **GOALS for 2008-2011**

#### **Goal One: To Promote the Development of International Education on Campus.**

Advocate the university's commitment to the development of international education. Promote the awareness of globalization on campus and the understanding that internationalization is beneficial to our education and our institution. Support WOU's Institutional Aspiration of providing an international environment that will facilitate student acquisition of skills, attributions and values in an increasing multi-cultural world.

#### **Strategies:**

- Work with Faculty International Education and Service Committee and academic departments to assist international students with their academic transitions.

- Work with International Student Support Committee to facilitate and resolve concerns and issues by international students.
- Work with Faculty International Education and Service Committee, Study Abroad Office, and academic departments to co-host the “International Education Week” event.
- Continue to offer the monthly “International Coffee Hour” event for faculty, staff, and students as a platform for discussions and conversations regarding internationalization on campus.
- Host international movie session for campus community.
- Assist with the “International Night”, “Chinese Spring Festival” “International Appreciation Dinner” and other events organized by our international students and affiliated clubs for our campus and local community.
- Host presentations by international guests and visiting scholars.
- Update the campus community via emails and the quarterly International Office Newsletter.

**Goal Two: To Increase and Diversify WOU’s International Student and Visiting Scholar Population.**

After two year of fast growth, WOU has reached 220 degree-seeking and 60 Intensive English Program international students in spring 2008. Our vision for the future is to:

- Stabilize our current international student enrollment.
- Gradually increase the international student population at WOU by 10% each year.
- Diversify our international student population. Our intent is to increase the number of international students from less-represented world areas, such as Africa, Caribbean, Central and South America, and Eastern Europe to approximately 10% of our total international student body by Fall 2011.
- Gradually increase the international visiting scholar population at WOU by 20% per year.

**Strategies:**

- Currently WOU has twenty 2+2 and exchange agreements with partner international institution in China and Japan. If we are to be successful in receiving international students over the next three years, to establish new agreements and keep the agreements active are the keys to maintain the growth of international student population at WOU.
- Explore recruitment possibilities in the under-represented countries. With emphasis on the countries of Vietnam, Ghana, Kenya, Bahamas, Chile, Peru, Venezuela, and Russia.
- Continue recruitment trips to Oregon and Washington community colleges that have diverse international students from under-represented countries.
- Work with our faculty with the international origins or connections for recruitment opportunities.

- Expand scholarship opportunities for international students with limited financial means.
- Work with our international alumni to promote WOU and help WOU in recruitment efforts.

**Goal Three: Strengthen the Intensive English Program (IEP).**

Improve the quality of IEP instruction and obtain the IEP Accreditation by 2011.

**Strategies:**

- Review and revise mission statement, curriculum, program/instructional materials, instructional methods, program policies/procedures and performance measurements.
- Write broad institutional goals that support the ISSA/IEP mission.
- Write course-specific educational goals and objectives, including general instructional objectives and specific learning outcomes.
- Design new core and elective courses.
- Create a scope and sequence for each IEP course.
- Provide adequate instructor orientation, training and professional development opportunities.
- Attend accreditation workshop.
- Prepare and submit inquiry request to accreditation organization (ACCET) during the 2008-2009 academic year.
- Prepare and submit Analytic Self-Evaluation Report.
- Request, schedule and host On-Site Examination Visit.
- Initiate formal application to ACCET for initial review during the 2009-2010 academic year.
- Review On-Site Examination Team Report and prepare institutional response.

**Goal Four: Improve Service to International Students in the Areas of Admission and Advising.**

**Strategies:**

**Admissions:**

- Develop a quick admission format to accommodate students with time constraints when obtaining their visa by ensuring a fast turn around with their admission documents.
- Respond to any inquiries regarding admission to the university or IEP within 2 days of receiving the inquiry.
- Produce admission documents no later than 2 weeks after receiving a complete application.
- Monitor and track the number of inquiries/appointments received each week.
- Work closely with agencies both overseas and in the US to ensure they have the most updated admission requirements/procedures.

- Assist students with pre-arrival questions. Help the students become prepared to come to our university.
- Develop an admission handbook for all newly admitted students. This will be available both in hard copy with their admission documents and also online.

**Advising:**

- Increase knowledge base of International Student Advisors by providing training opportunities for International Student Advisors through regional and national NAFSA conferences, local seminars and on-demand workshops. Utilize networking opportunities to broaden knowledge base of Advisors.
- Tailor current services to international student needs and also offer an expanded selection of services. New services may include such items as expanded office hours, more efficient methods for creating appointments and encouraging students to communicate through e-mail.
- Strengthen communication between students and International Student Advisors.
- Create updated information for international students in a readily available format, such as ISSA front desk flyers and website Q&As.
- Host workshops catered to student issues.

**Goal Five: Increase Numbers of International Student's Activities.**

- Increase the number activities to one off-campus and one on-campus event every month.
- ICSP activities – Establish International Student Tutor program using ICSP recipients.
- Increase support for International student organizations and assist in establishing new ones.

**Strategies:**

- Plan more but shorter field trips that are based on student interest and related to field of study.
- Take advantage of more on-campus events and co-sponsor events with other organizations, ASWOU, and Student Affairs.
- Encourage students to form organizations that represent not only culture and also their interest, i.e. soccer club, Saudi club, etc.

**Goal Six: Further Encourage WOU faculty International Involvement, and Expand Overseas Opportunities for WOU Faculty, Staff, and Students.**

We believe that Faculty, staff and students who have spent time overseas invariably incorporate an international perspective into their teaching, research, service, and study. They also become firm advocates for internationalization throughout the university and enthusiastic volunteers for on-campus international

activities. Their visibility overseas would also aid in international student recruitment for WOU.

Strategies:

- Continue to support and sponsor faculty presentations, workshops, lectures, performances overseas.
- Work with Student Affairs to support Service Learning opportunities for students and staff. ISSA will sponsor the Alternative Break Program and incorporate this program with our student international opportunities and recruitment efforts.
- Provide awards that encourage faculty and staff excellence in international education. We recommend that an annual award to be established to honor a faculty who has contributed significantly in teaching and advising international students, and an annual award to be established to honor a staff who cares about our international students and supports their activities on campus. As they are very much part of the institution's internationalization effort, the awards would be a clear message that WOU is committed to the globalization effort.
- Recommend that the evidence of global awareness as a factor in hiring new faculty. In some fields evidence of international expertise might be a key criterion. However the criterion is applied, we urge departments and search committees to take an awareness of international matters into account in their future hiring.
- Recommend that the support to international students and activity become one of the evidences of quality that determine promotion and tenure. We suggest that the Faculty Senate study the feasibility of this recommendation; and, if the recommendation is accepted, we hope that units and departments will be encouraged to implement it.

**Goal Seven: Improve International Special Training Programs and Promote International Exchanges in Education, Culture and Community Economic Growth.**

In order to promote the cultural understanding and the economic tie between Oregon and other countries, ISSA will make an extra effort to increase the number of special training programs substantially in the next three years. As well, we recommend that a language program be established overseas to promote WOU and recruit students for our academic programs.

Strategies:

- Continue to invite international professionals to visit Oregon and WOU.
- Continue to organize local Oregonian business leaders to visit overseas.
- Host more cultural and professional training programs from overseas.

## **Goal Eight: Utilize Distance Education to Globalize the Curriculum.**

We recommend that some courses or degree programs be offered in conjunction with educational institutions overseas via interactive electronic technology.

### **Strategies:**

- Suggest that the new Master of Criminology be the possibility of distance learning for fall 2009.
- Work with academic departments and international institutions to develop this initiative.

## **CHALLENGES**

- Limited academic programs to attract international students to study.
- The Saudi government scholarship program may not last beyond 2009 (a five year program from 2005-2009).
- Current university policies require that when a student transfers to WOU from a foreign institution, the grades/GPA will be transferred and calculated toward the students overall WOU GPA. This policy is not appealing to international students and discourages them to apply as a transfer student at WOU. Students that are currently at WOU and were not aware of this policy before hand and are upset about it are now considering transferring to an institution that does not have this policy.
- Funding to support new programs. International Office needs to have a certain degree of flexibility in using the fund generated from IEP Program to support the new international initiatives that will further help our recruitment and the cross campus support of internationalization.
- Emergency housing, during winter break, late night or early morning new student arrivals, or due to unforeseen flight delays.
- Transportation for new students to grocery.

### **Strategies:**

- Establish more degree programs such as MIS, MPA, MA in art, BS/MS in Physical Therapy, BS Medical Assistant Program.
- Jointly offer degree programs with other US institutions.
- Modify the current policy of international transcripts transferred to WOU in a way that the grades/GPA of the home institution will not affect the WOU GPA or the cumulative GPA.
- Allocate funding within the Intensive English Program budget to support new international initiatives.
- Work closely with University Housing in establishing contingency plans for international student arrivals.

## **CONCLUSION**

We are excited to think about the future development of our international program at Western Oregon University. We have the potential to assert real leadership in international education in the State of Oregon. Much needs to be done, but with the strong support from the university administration, faculty and staff, careful planning, creative energy, and reasonable resources, we can achieve the ambitious goals set forth in this document.

Respectfully submitted by,

Office of International Students and Scholars Affairs

## Appendix 1

A break down of the number of international applications received, the number of student visa forms issued, and the international students arrived on campus from Fall 2004 to the present at Western Oregon University.

Term	Applied	Visa Documents	Arrived
<i>Fall 2004</i>	45	19	17
<i>Winter 2005</i>	10	5	3
<i>Spring 2005</i>	8	3	3
<i>Summer 2005</i>	0	0	0
	<b>63</b>	<b>27</b>	<b>23</b>
<i>Fall 2005</i>	36	18	17
<i>Above numbers were not included in this report</i>			
Winter 2006	20	11	9
Spring 2006	24	17	16
Summer 2006	4	1	1
	<b>48</b>	<b>29</b>	<b>26</b>
Fall 2006	167	124	72
Winter 2007	104	81	52
Spring 2007	123	54	53
Summer 2007	67	34	29
	<b>461</b>	<b>293</b>	<b>206</b>
Fall 2007	253	98	79
Winter 2008	83	69	38
Spring 2008	104	83	33
Summer 2008	30	20	
	<b>470</b>	<b>270</b>	<b>150</b>
Fall 2008	36	18	
<b>Total</b>	<b>1,015</b>	<b>610</b>	<b>382</b>

## Appendix 2

### A Comparison of International Student Enrollment and the Percentage of International Students in Total Student Enrollment at Western Oregon University and its Peer Institutions: Winter 2007-2008

<b>Institution</b> (Enrollment between 3,000-10,000 students)	<b>Total Enrollment</b>	<b>International enrollment</b>	<b>Percentage</b>
Western Oregon University	5,037	260	5%
Eastern Oregon University	3,433	75	2%
Southern Oregon University	4836	88	1.8
University of Portland	3,542	59	1.6%
George Fox University	3,355	18	.05%
University of Montana Billings	5,000	45	.09%
University of South Dakota	8,093	158	1.9%
Morehead State University	9,500	60	.06%
Murray State University	10,156	310	3%
Pittsburgh State University	6560	437	6.6%
Fort Hays State University	4400	240	5.4%
Troy State University	6,000	600	10%

### Appendix 3

The following is a selected list of some of the events and activities organized by the ISSA Office which were held both on campus and in the local community. Some events were co-sponsored by the Presidents Office and the International Club.

<b>On-Campus</b>	<b>Name of Event</b>	<b>Date of Event</b>	<b>Location</b>
	Holiday Pizza Party	12/20/2006	Maaske Hall
	Spring Festival	02/17/2007	University House
	Appreciation Dinner	05/12/2007	Gentle House
	International Night	06/02/2007	WUC
	ISSA Office Open House	12/04/2007	Maaske Hall
<b>Off-Campus</b>			
	New Student Orientation	09/19-20/2006	Lincoln City, OR
	Field Trip to Silver Falls	10/21/2006	Silverton, OR
	Cheese Factory/ Air Museum	11/18/2006	Tillamook, OR
	International Ski Trip	02/10-11/2007	Mt. Hood
	NBA Basketball Game	04/24/2007	Portland, OR
	Oregon Aquarium	07/20/2007	Newport, OR
	BBQ/Potluck	08/31/2007	Monmouth City Park
	Corn Maze and Pumpkin Patch	10/19/2007	Junction City, OR

#### Appendix 4

The following is a list of the articulations and exchange agreements WOU has with international institutions.

<b>China</b>	Anshan Normal University
	Beijing Cultural and Language University
	Bohai University
	Changsha Polytech University
	Guangdong Polytech and Normal University
	Guangxi Dongfang Foreign Language College
	Guangxi Youth Leaders' College
	Guilin Institute of Tourism
	Guilin Normal College
	Guilin University of Technology
	Liaoning Provincial Education Department
	Shanghai Starrain College of Design
	Shanghai Tongji University Huxi College
	Shenyang Institute of Engineering
	Shenzhen Foundation College
	Shenyang University
	Sichuan Normal University Foreign Affairs College
	Xian Siyuan University
	Dalian Poly Tech University (in process)
<b>Japan</b>	Otemae University
	Saitama University