

BTV Committee Summary, June 8, 2011

Corbett Center Colfax Room • 7:00 – 9:00am

Bobbie Derlin, Facilitator

Announcements/Feedback

- July 5th meeting will be moved to July 6th to accommodate member availability.
- Summer meetings will be extended to 9am to allow for more discussion time. It is understood if members need to leave earlier.
- Mission documents: Posted on website, will be used to prepare a first draft of NMSU's mission statement, send any input to A. Vasquez so that it can be reflected in the draft, should incorporate input from HSI working group

Values at NMSU

- Background: B. Derlin commentary on NMSU's previous considerations of value statement
- Issues: Most people are unaware of institutional mission and value statements. Value statements tend to be generic and undistinguished. Stating values could imply that others are excluded and thus unimportant.
- Considerations: It is better to develop a more comprehensive mission statement that integrates values. Including NMSU's strengths (e.g. service to students, research) and distinguishing factors (e.g. only land-grant HSI in U.S.) is ideal. President Couture's seven goals can also serve as a guide.

Goal #3 – International Reach

- Workgroup: Met to explore ideas and examine materials, drafted preliminary exploration document, C. Brown review of their analysis of four objectives from Committee Kick-Off document
- Process: Can be facilitated more efficiently and effectively with support of administration. Developing playbook would streamline and expedite efforts. Building upon existing plans and ideas would be beneficial.
- Considerations: Increasing university encouragement, awareness and involvement, fostering collaboration between student advisors and other NMSU groups, securing funding for both student and faculty participation, new program development, opportunities to share international experiences, leadership plans for International Programs

Other

- Goal #1 (Graduation): B. Nobsch reference to Chronicle of Higher Education article ("Just Showing Up: Educators Focus on Attendance to Help Students Succeed"), providing too much choice for students could interfere with success, more direction and fewer alternatives can be valuable

The next meeting is scheduled for Tuesday, 6/21 and Goal #4 – Economic Engine and mission statements will be discussed.

Building The Vision Committee
6-8-11
Corbett Center Colfax Room
7:00 – 9:00 a.m.

1. Announcements/Feedback
 - a. Workgroup feedback
 - b. Consider moving 7/5 meeting date
 - c. Extended meeting times for summer
 - d. Mission documents
2. Values at NMSU (Discussion Item)
3. Goal #3 – International Reach (Discussion Item)
4. Other

Building The Vision Committee
5-24-11
La Academia (Milton Hall 185)
7:00 – 8:30 a.m.

1. Announcements/Feedback
 - Workgroup feedback
2. BTV Activities (Discussion Item)
 - Summer
 - Commence working group meetings
 - Fall
 - Engage subject matter experts
 - Captain's Corner
 - Update on Mission
3. Access at NMSU (Discussion Item)
4. Goal #2 – Diversity (Discussion Item)
5. Other

Preliminary Explorations of International Reach Workgroup
Soumaila Sanogo, Patty Hartell, and Christopher Brown
Drafted 3 June 2011

- ✚ Above members met on 3 June 2011 and explored ideas on increasing international reach of NMSU as part of the BTV strategic plan. All discussion ideas were recorded and compiled by Christopher Brown.
- ✚ Materials examined included:
 - slide # 4 of the Sample Plan PPT file shared at the Kickoff,
 - 2004-2009 International and Border Programs (IBP) Strategic Plan, and
 - white paper from the 2010 Internationalization Forum (Everett Egginton's 1 March 2010 memo to President Couture).
- ✚ We reviewed slide # 4 of the Sample Plan PPT file as a starting point. Four objectives were outlined in the slide along with a strategy for each. We examined each objective and strategy and made some suggestions for each objective.
 - **Objective 3.1** –Develop and support nationally and internationally recognized interdisciplinary areas of excellence.
 - **Strategy:** Establish faculty task force and implement recommendations.
 - **Our suggestion** - We felt this did not speak to the specifics of international issues and a task force was not necessary, given extensive past work of IBP.
 - **Objective 3.2** –Provide relevant and advanced curriculum to develop critical thinking skills.
 - **Strategy:** Task faculty curriculum body with establishing advanced curriculum.
 - **Our suggestion** – We felt this was something that should be done in all teaching efforts at NMSU and again did not speak to the specifics of international issues. We did see these ideas as those that could be worked into Objectives noted below.
 - **Objective 3.3** - Provide programs and curriculum supporting evolving and global careers.
 - **Strategy:** Task faculty curriculum body with keeping abreast of and responding to trends.
 - **Our suggestion** – We felt the thrust of this objective was in line with increasing international reach, but we suggest recasting this as “working to train students to be interested in, knowledgeable about, and motivated to travel abroad and study international issues.” Specific things we can do to advance this include:
 - Provide incentives to departments and programs to increase the international dimension of classes and curriculum,
 - Work with career services to increase international opportunities brought to campus,
 - Work with ASNMSU, Deans, and Department Heads to more effectively get the word out, and

- Work in specific ideas from Objective 3.2 concerning curriculum development and outcomes assessment to insure we are doing this work effectively.
- **Objective 3.4** - Expand international endeavors.
 - **Strategy** - Task Dean of International Programs with refining and implementing an international program plan, focusing on:
 - Increasing Faculty Opportunities Abroad,
 - Increasing Student Opportunities Abroad,
 - Developing more International Collaborative Programs, and
 - Facilitating International Research and Teaching Endeavors
 - **Our suggestion** – Cross walk these ideas with past work of the Office of International and Border Programs, including the 2004-2009 Strategic Plan and Everett Egginton’s 1 March 2010 memo to President Couture to identify specific actions to take. Some ideas to advance include:
 - Develop a “play book” for bringing international researchers to NMSU and providing needed support (Library, Aggie Fit, ID card, ability to audit classes, etc),
 - Work to secure funds from Central to allow faculty release time to develop external funding proposals to support student travel and research abroad (The NSF Research Excellence for Undergraduates program is an example of the type of funding that may support these activities), and
 - Work to secure funds from Central to allow faculty release time to develop external funding proposals to increase collaborative and other international research efforts (International Arid Lands Consortium is an example of funding that may support these activities).



Draft document of International Reach Workgroup
Soumaila Sanogo, Patty Hartell, Kristian Chervenock, and Christopher Brown

President's Success Goal 3- International Reach

Focus our international reach to prepare students for a global society and expand our land-grant teaching and research missions

Background and Definitions

Internationalization is the conscious effort to integrate and infuse international, intercultural, and global dimensions into the ethos and outcomes of postsecondary education. To be fully successful, it must involve active and responsible engagement of the academic community in global networks and partnerships. (<http://www.nafsa.org>)

Scope, Approach, and Process

The goal to internationalize New Mexico State University may be achieved following nine criteria used by the 2010 Selection Jury for the Senator Paul Simon Award for campus internalization (*Internationalizing the Campus: Profile of Success at Colleges and Universities*, NAFSA, Association of International Educators; <http://www.nafsa.org/-/File/-itc2010.pdf>):

- i. The campus has been widely internationalized across schools, divisions, departments and disciplines
- ii. There is evidence of genuine administrative or even broad-level support for internationalization
- iii. The campus-wide internationalization has had demonstrable results for students
- iv. The institution's mission or planning documents contain an explicit or implicit statement regarding international education
- v. The institution's commitment to internationalization is reflected in the curriculum
- vi. The campus-wide internationalization has demonstrable results with faculty
- vii. There is an international dimension in off-campus programs and outreach
- viii. There is internationalization in research and/or faculty exchange
- ix. The institution supports education abroad as well as its international faculty, scholars, and students

Objective 3.1 – Internationalize the NMSU campus.

Strategy 3.1: Expand reach of internationalization efforts. Seek and encourage engagement of academic, international, and constituent communities.

KPI 3.1.1. An international information table will be set at new student orientation.

Target: Fall 2012





KPI 3.1.2. A passport day will be established on campus and a scholarship fund will be created to assist students with the purchase of passport.

Target: Fall 2013

KPI 3.1.3. The number of foreign students at NMSU will increase as a result of coordinated efforts among the Study Abroad Office, International Student Services, Alumni Office, currently enrolled students, faculty, staff, and overseas alumni, and participation in recruiting fairs outside of the United States, and integration of international students into campus life and local community activities.

Target: Fall 2015

KPI 3.1.4. The number of inquiries to NMSU by foreign students will increase as a result of the dissemination of catalogs and brochures about NMSU through institutions around the world and information posted on NMSU website.

Target: Fall 2013

KPI 3.1.5: The number of NMSU students seeking an international experience abroad, in terms of internships and volunteering opportunities will increase as a result of channels established by NMSU in cooperation with Career Services, Alumni Office, International organizations and institutions

Target: Fall 2013

KPI 3.1.6. There will be an increase in the number of training sessions in cross-cultural communication for U.S. students and staff and for international students.

Target: Fall 2013

Objective 3.2 – Secure from central administration genuine commitment and support of international initiatives and activities.

Strategy 3.2.A: Secure permanent funding for a Dean of International Programs and provide adequate staffing to support the international initiatives set forth by the University and the dean.

Strategy 3.2.B: Ensure that NMSU commitment to International Programs is comparable to its Peer Institutions as evidenced by its allocation of fiscal resources and the necessary staffing to carry out this work. Conduct Peer Institution review of resource commitment to international programs and compare to NMSU's commitment.





KPI 3.2.1: NMSU will have installed a permanent Dean or Vice President of International Programs as well as the necessary staff to direct the university in its international initiatives.

Target: Fall Semester 2012

KPI 3.2.2: Evidence that NMSU's fiscal and staffing support to carry out its international directives is compatible with peer institution's international program support.

Target: Fall Semester 2012

Objective 3.3 – Expand international opportunities for NMSU students on all campuses.

Strategy 3.3.A: Bolster academic and experiential learning opportunities of an international nature for all students at NMSU main and branch campuses.

KPI 3.3.1: Increased number of Study Abroad students taking language and other courses. Increased number of students in the international experiential education Aggies Go Global program.

Target: Study abroad 38% increase or from about 290 in FY 2011 to 400 in FY 2012. Aggies Go Global program increase of 60% or from about 25 in FY 2011 to 40 in FY 2012.

KPI 3.3.2: Increased opportunities available to NMSU students for study, internship, research and volunteering opportunities abroad. Establishment of new partnerships and MOU's with international universities and third party program providers.

Target: Fall Semester 2013

KPI 3.3.3: Increased scholarship opportunities for students that participate in international activities as noted above.

Target: Fall Semester 2013

KPI 3.3.4: Enhanced marketing efforts for Study Abroad and Aggies Go Global so more students are aware of study abroad, internships, volunteering and research opportunities overseas.

Target: Fall Semester 2011 and ongoing

KPI 3.3.5: Continue to support Model UN team through fundraising events, promotion and recruitment.

Target: Fall Semester and ongoing





Objective 3.4 – Ensure that NMSU’s guiding principles (mission and vision statements) show a commitment to internationalization.

Strategy 3.4: In collaboration with the President, Provost, NMSU Senior Leadership Team and the Building the Vision Committee, develop a mission and vision statement for NMSU that includes our efforts to internationalize our campus.

KPI 3.4.1: NMSU’s mission and vision statements will include verbiage regarding our work to further internationalize the University.

Target: Beginning Fall Semester 2012

Objective 3.5 – Demonstrate NMSU’s commitment to internationalization through a progressive curriculum that includes a focus on global and multicultural events/issues.

Strategy 3.5.A: Provide incentives to departments and programs to increase the international dimension of classes and curriculum.

Strategy 3.5.B: Revise Viewing the Wider World (VWW) class requirements to make international or cross cultural content a requirement.

Strategy 3.5.C: Suggest that all academic advisors at NMSU proactively encourage an international experience; i.e. “When will you be planning to study abroad?”

Strategy 3.5.D: Prepare a resource handbook for academic advisors that will guide them in advising students on opportunities for international experiences.

KPI 3.5.1: A significant increase in the prominence of international issues in General Education (GE) and Viewing the Wider World (VWW) classes will be offered at NMSU.

KPI 3.5.2: Changes to the NMSU Policy Manual identifying VWW classes, such that having an international or cross-cultural component as being mandatory.

KPI 3.5.3: A completed survey of advisors and students evidencing the communication of study abroad opportunities at the advising level.

Target: Fall Semester 2013

Objective 3.6 – Expand international opportunities for NMSU faculty/staff on all campuses, research and experiment stations.

Strategy 3.6.A: Provide logistical support, guidance and funding opportunities for NMSU faculty/staff that wish to teach, research, develop projects or volunteer abroad.

KPI 3.6.1: Secured funds from Central to allow faculty release time to develop external funding proposals to increase collaborative and other international research efforts





(International Arid Lands Consortium is an example of funding that may support these activities).

KPI 3.6.2: Secured funds from Central to allow faculty release time to develop external funding proposals to support student travel and research abroad (The NSF Research Excellence for Undergraduates program is an example of the type of funding that may support these activities)

KPI 3.6.3: Evidence of increased international collaborative programs that facilitate international research and teaching endeavors.

Target: Spring Semester 2013

Objective 3.7 – Establish an international component in off-campus programs and outreach.

Strategy 3.7.A: Develop informational pamphlets showcasing international opportunities at NMSU their accessibility and benefits.

Strategy 3.7.B: Distribute pamphlets to extension offices, high schools and colleges within the state.

Strategy 3.7.C: Collaborate with NMSU recruiters to ensure that international opportunities are presented to potential students through hard copy, website and social media.

KPI 3.7.1: Pamphlets will be distributed to all audiences.

Target: Fall Semester 2012

KPI 3.7.2: Inquiries into international programs will increase.

Target: Fall Semester 2013

KPI 3.7.3: Assessment survey indicating if student enrollment decisions have been influenced by increased opportunities to engage in international activities.

Target: Fall Semester 2013

Objective 3.8 – Prioritize internationalization in research agendas and encourage more faculty exchanges.

Strategy 3.8.A: In collaboration with the Vice President for Research, Deans, Department Heads and International Programs, ensure that faculty are aware of and supported in participating in research initiatives internationally. In regards to faculty exchanges, collaboration between Colleges, Departments and International Programs will work to support the exchange of faculty between NMSU and institutions abroad.





KPI 3.8.1. Grant proposals led by NMSU faculty will include a significant number of collaborations with faculty at institutions abroad.

Target: Fall semester 2013

Objective 3.9 – Establish clear institutional support for international faculty, scholars and students.

Strategy 3.9: Increase opportunities and support for international scholars, students, and staff to come to NMSU to teach, study, do research, and provide outreach.

KPI 3.9.1: Develop a “play book” for bringing international researchers to NMSU and providing needed support (Library, Aggie Fit, ID card, ability to audit classes, etc).

Target: Fall Semester 2013

KPI 3.9.2: Evidence of increased recruitment activities internationally to bring more students from abroad to NMSU.

KPI 3.9.3: Increased number of MOU’s with partner institutions to develop new relationships that will bring faculty, staff and students from abroad to NMSU.

KPI 3.9.4: Increased funding opportunities supporting faculty, staff and students from abroad to come NMSU.

KPI 3.9.5: Program developed for working with existing visiting students and alumni to develop a network to support bringing faculty, staff and students from abroad to NMSU.

KPI 3.9.6: Enhanced support mechanisms that exist for faculty, staff and students from abroad that come to NMSU (ride board, bike pools, etc).

Target: Fall Semester 2014





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MEMORANDUM

TO: Barbara Couture, President

FROM: Everett Egginton, Dean

DATE: March 1, 2010

SUBJECT: Internationalization of New Mexico State University

1. **Background and challenges.** On February 12, more than 40 faculty members, students and administrators from across New Mexico State University gathered for a two and a half hour forum to discuss the present situation for, and the future of, international programs at NMSU. Many individuals, organizations and institutional units are engaged in a wide range of international activities, from study abroad to collaborative research, involving students from many countries around the world coming to New Mexico, as well as faculty and students here on campus, in all colleges, who are studying, doing research and teaching about the world around us. A great deal of energy and excitement is shared among those of us working in international programs.

Our position on the US-Mexico border gives us a special obligation and opportunity to deal with issues of borders and boundaries, as well as immigration and related concerns. Our niche in the high desert and the Mesilla Valley makes NMSU a natural leader in water, energy, and arid lands development issues with applications around the planet. And as teachers we constantly strive to prepare our students to live in an increasingly globalized economic and political environment.

But there is also a strong sense of frustration with the current state of international programs at NMSU. There are concerns with the collection and dissemination of information, with the coordination of activities and programs, and with the facilitation of ideas and initiatives. Participants in the forum expressed a feeling of urgency in the need to address these concerns.

2. **NMSU's mandate.** We began by thinking about what we want NMSU to be. As a Land Grant university we have a clear educational mandate to prepare students in New Mexico for life and work in the community, the state, and the wider world. We identified two broad areas:

- a) Given our geographic location in the American Southwest and on the US-Mexico border, we are ideally positioned to address the specific issues and concerns of these places, and to generalize from those to larger patterns and comparative insights. And as the institution most responsible for the education of future generations of New Mexicans, we must take into account the increasingly interconnected and interdependent world into which we will be launching our graduates.

March 1, 2010

- b) In addition, through teaching, research and service, we want NMSU to be a university that is recognized as, and that thinks of itself as, a leader in international and global education. Our existing strengths in areas like water management, arid lands, and border studies need to be further developed and integrated with area studies for regions of the world most relevant for the future of our students and our community, so that internationalization becomes fully a part of our identity as a university.

3. **Short term actions.** In order to pursue this vision of the future, we recommend that specific steps be taken in the short term:

- a) First, we call on you as the new president of NSMU to play a strong leadership role in international programs. We realize that in a time of fiscal stringency the stewardship of university resources is a pressing concern. Yet without a clear vision of NMSU as a leader in international programs, the future of both the university and the people we serve will be diminished.
- b) As a further immediate step towards realizing our vision, we urge that a high level administrative office be established to oversee and coordinate international programs, at the level of a vice-president or vice-provost, reporting directly either to you or to the provost. NMSU had such a position in the past, and it is vital that we again give international programs this level of institutional oversight and prominence.
- c) We also suggest that the VP for international programs be supported by an advisory body, with representation from all of the colleges as well as students, alumni and the off-campus community.
- d) In order to ensure that internationalization is suffused into all aspects of university life, and to keep international programs as a recognized component of the budget process, we strongly recommend that specific goals relating to internationalization and metrics for their measurement be developed and included in the NMSU Living the Vision plan.

4. **Long range perspectives.** The forum also identified several long-terms goals, including:

- a) Identify and build on strengths in the international arena, including arid lands issues, border issues, immigration and security, and East Asian studies.
- b) Take advantage of research and scholarship opportunities; aggressively seek grant funding and external funding for vital program needs.
- c) Use technology (e.g., distance education) to expand our reach and provide services to students and faculty; provide incentives for inventive technology solutions to internationalizing the curriculum.
- d) Expand reach into K-12 education, using resources such as the Confucius Institute and the Center for Latin American and Border Studies.
- e) Encourage and provide real, tangible incentives to interdisciplinary, joint research projects with an international perspective or theme.
- f) Provide enhanced incentives for international research and curriculum development.
- g) Solicit and utilize input from alumni and the community-at-large.

5. **The bottom line.** Finally, recognizing the current fiscal situation as one which places constraints on all, we nonetheless call on you to seek ways to ensure that resources adequate to fulfill the mandate we have as a Land Grant university, and to the vision we share for preparing our students for life in the twenty-first century, will be devoted to this work.

BTV Committee Summary, May 24, 2011

La Academia (Milton Hall 185) • 7:00 – 8:30am

Bobbie Derlin, Facilitator

Announcements/Feedback

- B. Derlin will facilitate all future meetings.
- Workgroup feedback: This will be a standing agenda item. Any workgroup can address the larger committee at any time.
- Sending substitutes are not necessary if a member is unable to attend a meeting.

BTV Activities

- Staff updates: N. Kellner has been in contact with workgroup captains. M. Morehead has agreed to chair the Diversity workgroup. Staff is collaborating with J. Bosland for data related to diversity.
- Workgroup process: Clarification provided on how workgroups should proceed. As previously agreed, meetings with the whole committee will serve as a larger conversation about goals to provide initial input. The individual workgroups will determine how and when their efforts progress. In the interest of time, it is recommended that workgroups convene prior to the discussion of their respective goal.
- Subject matter experts: Consideration for individual goals in the fall
- Captain's Corner document: Name will probably change, additional item (interact with other relevant university committees) has been included, suggestion to add statements regarding integration of technology and other areas of priority (e.g. diversity) into goals and strategies
- Update on mission: Staff will obtain mission statements from peers and other institutions of interest and prepare draft NMSU mission statement for discussion over the summer.
- Suggestions for additional resources: Delano Lewis and Kristian Chervenock (international strategic planning), Ricardo Jacquez (state group examining achievement gap), McKinley Boston and Deborah Widger (Aggie Spirit Game Day Experience)

Access at NMSU

- Academic preparedness: Institutions have found that accepting better prepared students increases graduation rates. For NMSU, this would involve a reconsideration of entrance requirements and allowing colleges to have more latitude in their own entrance requirements. There is no formalized plan to assist students who are not academically prepared or with their first two-year experience.
- Land-grant mission: Doesn't imply open access, changing admission standards could impact it, aspirations will not be met by only serving the needs of the state since there are multi-faceted interests
- Graduation rates: Required by state to measure, should consider added-value and weighted rates to better represent success, uncertainty about whether the legislature would be willing for institutions to admit less students if rates are increasing
- Remediation: Community colleges understand this is their role. They rely on the support of four-year institutions to advocate its need.
- Economics of access needs to be considered.

Goal #2 - Diversity

- Along with race and ethnicity, it is important to consider diversity in terms of gender, age, disability status and lifestyle.
- Culture of higher education: widening gap for males, parent awareness of first-generation students, sensitivity to NMSU's Hispanic-serving status, orienting faculty to unique aspects of the university and its students