

## **PLAN FOR EXCELLENCE III**

### **Goal 6: Developing a Diverse and Global Perspective**

#### **Diversity Task Force**

Diversity Task Force consisting of students, faculty, and staff met from Fall 2006 through spring 2007. Under the leadership of Provost Echeverria and Vice President Oliaro, recommendations were developed for more focused reporting and planning within each Division to address issues of diversity. This program was initiated in January 2008. Data will be carefully monitored with attention to student retention and graduation rates, as well as faculty, staff, and administrative hiring and retention rates. Data will be reviewed annually by the President's Cabinet and the Commission on Human Relations and Equity.

#### **Campus Climate**

With the implementation of the Diversity Plan, a campus environmental scan should be conducted to identify those elements of the campus which detract from the welcoming and supportive campus climate which we are dedicated to provide to all students, faculty, and staff. This effort might be spearheaded by the vice presidents, Human Resources, and academic Personnel.

#### **Increase Efforts to Promote Study Abroad Opportunities**

Continuing and Global Education implemented recommendations from 2006-2007

Administrative Program Review, including:

- Working with CIS to develop online student registration services (in progress)
- Considering bringing Offices of Extension and International Programs to closer proximity (under consideration);
- Worked with Undergraduate Studies to develop a Certificate in Global Studies (completed);
- Developed a five year strategic plan for International and Extension Programs (completed);
- Developed requests for State funding for International Programs to parallel the process by other colleges/academic units (completed);
- Submit annual reports to Provost, stakeholders, and Academic Resources to make DCGE reserve and overhead charges more transparent (in process).

Working with leadership in Academic Affairs, Continuing and Global Education developed some annual goals for 2006-2007 at Summer 2006 Deans Retreat. They were:

- Established School/College based International Committees (completed);
- Encouraged deans to promote and provide resources to these committees for promoting study abroad and/or research promoting international education (in progress);
- Hosted the first annual International Education Week held on the third week of November (Completed);
- Hired Dr. Robert Hudgens in February 2007 as Director of International Programs (new position);

- Each school/college will emphasize international flagship activities through targeted sister university partnerships and through programs such as London Semester (in progress).

Additional Efforts to Develop DCGE and International Programs:

- Utilized the results of the study conducted by Dr. Susan Tracz to determine university satisfaction with Extended Education and International Programs.
- Convened an IP Retreat on April 30' 2007, to review and develop an Action Plan for Improving International Education at Fresno State. Since then an International Programs Advisory Council has been formed to implement the Action Plan.
- The IP webpage has been revised for ease of navigation.
- Began tracking numbers of students sent abroad over past 5 years in year long, semester, short-term study or one on one exchanges with sister institutions. The most common trend for study abroad is growth in the semester and short-term faculty led programs. IP Director has developed a database of all programs. Overall numbers for the past four years are.

Academic Year	Number of Students Going Abroad *
2003-04	189
2004-05	199
2005-06	207
2006-07	250

*\* Counts may vary from those reported last year due to sources of the data and timing of the reporting periods.*

- Created a \$100,000 fund to provide scholarships for student study abroad, making international study possible for about 70 additional students who would not have been able to do so in 2006-2007. In summer 2007, the Division of Continuing and Global Education added support for some of the short term study students as well as those participating in business internships during the summer.
- The fund was expanded to \$150,000 for 2007-2008.
- Set target of sending 300 students by or on our Centennial year..
- Revitalized South Pacific Semester to be launched in spring 2009.
- Created "Conversation Partners" for international students with our students through the American English Institute.
- Dr. Hudgens joined the AEI Advisory Board and Dr Gonzalez has been invited to join the ISSP Advisory Board, improving coordination of efforts from Academic Affairs and Student Affairs.
- CSB offers summer internships abroad paying a subsidence allowance.
- Had some returning students speak to civic groups to generate scholarship money for other students.

## **Efforts to Expand International Student Enrollment**

International Student Enrollment in recent terms:

Fall 07 International Student applications are running 22% ahead of applications for Fall 06 at comparable time. All of the increase is at the graduate level.

Spring 07 International Student Enrollment 592(net gain of 18)

Spring 06 International Student Enrollment 574

*Strategies designed to increase international student applications for Fall 07:*

1. International Admissions utilized Hobson's EMT, flash email software, to send out emails to prospects and directed them to the ISSP website.
2. ISSP Director conducted embassy visits in January to strengthen relationships with sponsoring countries.
3. International Admissions actively encouraged international applicants for the spring semester to apply for the Graduate Augmentation (Provost Scholarships). Nearly half of those awards went to international students.
4. During the embassy visit program, the Director also participated in a conference on the Bologna 3 Year Degree Program. We are considering a pilot program.
5. The recently formed International Advisory Board has provided some excellent insights on utilizing faculty for recruitment as they travel abroad to participate in conferences.
6. Preliminary planning for an International Regional Recruiter plan – to identify a Fresno state representative in key foreign “feeder” countries - began. It is anticipated that identification of such recruiters will take place during the summer months.

### *Reaching Out*

ISSP staff participated with Outreach in Fall Transfer Day visits to several community colleges (DeAnza, Foothill, San Joaquin Delta, Modesto, Merced). Two visits were made to Washington, D.C. to targeted embassies and organizations that sponsor students, one in early November and one in January. Discussions with staff at the Saudi Arabian and Turkish embassies and with staff at AmidEast were particularly useful in highlighting challenges and opportunities.

ISSP staff participated in conferences on 3-year-degree programs, on recruitment, and on working effectively with students from India leading to improved retention. Recruiting funds were helpful in making possible the two embassy visits and conference attendance.

Closer to home, the Mexican Consul in Fresno met with the director to brainstorm about the realities of recruiting in Mexico.

### *Leveraging Our Faculty*

The director has met twice with a new Fresno State faculty from China who will be visiting several key universities there this summer and will help recruit. The director met with one Fresno faculty from the Kremen School of Education and Human Development before the group left for a March visit to China to brief her on the kinds of collaborations that would be sustainable. The education professor took recruiting material to give to appropriate Chinese colleagues.

### *More Campus Collaboration*

Nearly half of the graduate augmentation scholarships awarded in Spring 2007 went to new international students thanks to the quality of those applicants and promotion efforts from ISSP. Collaboration has begun between ISSP and the newly-hired International Programs Director with discussion on exchanges and special short-term programs. Serious discussions with recruitment fair professionals and the ISSP Advisory Committee are informing plans about which fairs and locations will likely yield substantial results.

### *Future Plans*

Leveraging international alums to help recruit is targeted for summer 08, slightly delayed from earlier planning due to ISSP staff vacancies and the very recent formation of the useful ISSP Advisory Committee. An ISSP staff person has been invited to offer a half-day pre-conference workshop at the national NAFSA in May on advising students from Japan and leading to better retention.

### **Engaging More Faculty in International Experiences**

Seven of the eight schools/colleges have active International Committees or task forces.

Several Colleges hired entry level faculty interested in international programs

Most deans have allocated funding sources for faculty to participate in international conferences in particular when faculty are presenters or have key roles. IP has been supportive for some faculty who provide evidence of departmental and school/college support as well.

An award event to recognize faculty participation in educational study tours, joint research, and advising through award ceremonies, newspaper articles, International Service Awards, and RTP processes has been established.

Through the efforts of the DC&GE's fall/spring Global Connections newsletter, faculty are showcased when awards are received such as Fulbrights, CSU Resident directorships, or USAC teaching roles.

Launched a study of how many faculty go overseas annually on university business (to teach abroad, study abroad, work abroad, consult, partner, etc.) to establish a baseline for marking progress and to begin consider methods to expand these numbers. For 2006-07, we estimate a baseline of 114 faculty. Each International School based committee chair is to report back to the IP director on this effort at the close of this academic year.

Requested that the Provost consider adding International Award to Provost's Awards Series (e.g. Excellence in Teaching, Service etc.

Re-initiated the Phi Beta Kappa International Honor Society in spring 2007 in an effort to recognize students and faculty who not only embrace international efforts but also provide leadership through their research, teaching and studies.

Congratulatory letters were issued to those faculty leading study tours or participating in special events such as International Education week activities, special training seminars, grant writing etc.

Suggested that the Provost's Calendar adopt an international theme in near future.

Worked with University Communications on the publication of the spring Fresno State Magazine featuring the theme "Citizens of the World."

Identified all foreign born faculty as well as those with overseas experiences. The chart below represents the Foreign born faculty in the following Schools/Colleges.

College	Number
Agriculture	18
Arts/Humanities	21
Science/Math	32
Education	13

With the Dean of Undergraduate Education, developed a listing of all course offerings with international emphases (to be used with the Global Studies Certificate), Shared with the Deans and the General Education Committee.

Initiated consideration of Roadmaps for each major such that students will be able to see how they can incorporate an international study experience into their field of study and accomplish it in a timely manner

### **Celebrating Regional Arts and Culture through Innovative Centers and Institutes**

The Central Valley Cultural Heritage Institute hired a director this year to focus on establishing the institute as a significant presence in the Fresno community. So far this year the Cultural Heritage Institute has partnered with the Iranian Art and Culture Club of Fresno in bringing Iranian literature, dance and culture to Fresno State. The Institute has also engaged in "cultural site visits" to twelve local area organizations in an effort to gain an understanding of the organizations, develop relationships, and seek out ways of partnering or collaborating on issues or projects of mutual interest. The institute will continue to visit cultural sites on a monthly basis as it works. The institute is also currently involved in a grant writing process to identify additional funds to develop more collaborative efforts between the campus and Fresno area communities on this issue

## **Develop Strategies and Offer Learning Experiences to Assist Students to Become Culturally Competent**

The Cultural Heritage Institute coordinates “Welcoming Diversity: A Prejudice Reduction Workshop” conducted by the campus National Coalition Building Institute (NCBI) Team. NCBI is a project of the President’s Commission on Human Relations and Equity. Over the past year, the team has conducted full-day or “mini” workshops for approximately 300 students.

NCBI will offer the workshop for the members of the President’s Cabinet, Deans, and several managers across campus in May 2008.

The monthly Cineculture Series continues to have significant impact on campus, contribute to awareness of diverse cultural and ethnic groups, and attract numerous on and off campus visitors.

## **Give Students an Opportunity to Apply their Cultural Competence to Regional Issues**

NCBI workshops are offered regularly as are the hundreds of courses featuring diverse cultures and ethnic groups. The University Lecture Series regularly includes speakers from diverse backgrounds, such as post Yousef Komunyakaa last month. Global Studies Certificate is also available for students now.

## **Plans for 2008-2009**

1. Each of the efforts and projects listed above will be continued and efforts to expand them will be made.
2. Several of the ideas listed in Appendix 1 are being considered by IP and ISSP.

## Appendix 1: Additional Ideas for Expansion of Programs

- Create study abroad planning "task forces" for China, India, Middle East, Armenia, etc. consisting of CSU, Fresno faculty from those countries
- Prioritize international regions and develop long-term partnerships with selective institutions therein according to regional importance (ensure that the partnerships are mutually beneficial not exploitive) - selection factors include faculty interest, CSU, Fresno's historical involvement, alumni base, etc.
- Provide a stipend or release time for the chairs of School/College International Committees in order to create dedicated time to promoting international projects, conferences, seminars that will involve students, faculty, staff and administrators as well as stakeholders in the region.
- When planning faculty, administrator and staff retreats include a strand on strategies for capitalizing on the utilization of international students and visiting scholars to enrich the curriculum, providing global perspectives etc.
- Provide sustainable travel scholarship funding
- Organize an International Career Fair with employers interested in hiring students with international experience
- In marketing study abroad programs clearly articulated the expected outcomes and benefits for students who participate, adding value to their education degree. (What will they be able to know and do as a result of a study abroad experience).
- Strategically place computer kiosks in the Student Union and Satellite Student Union, Student Rec Center and in the Continuing and Global Education area with updated electronic information on study abroad opportunities thus providing access.
- Organize "country of origin" tours so that first and second generation Americans can appreciate their original homelands
- Develop "CSU, Fresno alumni clubs" in priority countries for assistance in arranging logistics, home stays, and discounts on buses, tourist trips, etc.
- Organize an annual photography contest and award prizes for outstanding pictures taken abroad by our students - publicize the photos

- Create a "Study Abroad Club" - finance some of its more public activities and involvement (e.g. Phi Beta Delta)
- Put a check mark on the transcripts to highlight international study abroad experience
- Create "Sister City" relationships that involve exchange tours for students, trade missions, local government representatives, etc.
- Encourage the Development Office to solicit donations and endowments for "international travel scholarships"
- Give the International Programs Office centralized visibility and neutrality (don't house in a college)
- Encourage each department to offer a capstone "international course" in their discipline/major.
- Design on-line distance education courses that would have international appeal (charge fees to support international student participation)
- Organize an "international potluck dinner" for students - encourage domestic student participation through ads in the Collegian
- Offer secondary international majors and minors in a range of disciplines (include capstone course, language courses, and study abroad as requirements)
- Get student feedback via surveys to determine the "best" (most interesting and effective) internationally oriented class - publicize the findings
- Offer a CSU, Fresno Summer short-term courses and tours designed specifically for international students across the U.S. (lots of international students in the mid-west are eager to see California)
- Involve international students in "pre-trip orientations" to their homeland prior to study abroad trips to be taken by CSU, Fresno students.
- Major advisors at both graduate and undergraduate levels assist in creating an "international path" in discipline areas.
- Encourage CSUF international alumni clubs to contribute to scholarship funds for students from that country—

- Develop an annual "international alumni" newsletter updating alums on campus developments - send electronically to alums with hard copies to all partnering institutions abroad
- Farm out international students to private homes so they can experience a truly American Thanksgiving dinner
- Offer discounted tickets to international students for athletic and university events to get them involved in our community
- Set up a "welcome station" booth for international students at the Fresno airport manned by domestic students to help new students find their way
- Offer "Outstanding International Alumni" awards based on merit for ex-bulldogs who did something significant after graduation (i.e. became a university president, CEO, did something positive that received widespread media attention, etc.) - get their picture in the Fresno Bee

## Appendix 2: International Student Enrollment at CSU, Fresno: History, Plans

March, 2008

The number of international students studying in the U.S. has increased gradually over the past four years. *Open Doors* reports the total number of international students in 2006-7 has increased to match the 2001-2 number. At CSUF, we want to regain the 800 international students of several years ago and grow further. We seem to be “stuck in the 500s”. Why? What are we doing about it?

### I. Historical Analysis and Educational Trends by Country

1. Historic Top Feeder Countries (last 10 years):	Current Top Feeder Countries:
India/Japan (often tied for 1 <sup>st</sup> place)	India (now strongly ahead of Japan)
Kuwait/Malaysia (often tied for 3 <sup>rd</sup> place)	Japan (dropping annually)
Taiwan/Indonesia (often tied for 5 <sup>th</sup> place)	Malaysia (retains 3 <sup>rd</sup> place)
	Saudi Arabia (the new player)

#### 2. Specific Country Issues:

**Japan** has experienced a radical drop in birthrate. Our long-term relationship with Mr. Dirk Binder, who works closely with Berta Gonzalez, is still strong. Dr. Katsuyo Howard, during her 2008-9 teaching assignment in Tokyo for CSU-IP, will contact Japanese alums to encourage new applications. Realistically, a continued decline is likely.

**Kuwait**, which sponsored undergrads a few years ago, is no longer sending students. The sponsored students still here are the last cohort now finishing their degrees. Several years ago the Embassy of Kuwait notified CSUF and Long Beach that they would no longer sponsor students to study at either campus as a result of concerns about Engineering Department academic quality, and cheating. CSUF invited embassy staff to visit campus. Meetings were held with the Provost and with the Dean of Engineering. Although we do not expect more sponsored students now, we will include Kuwait in our outreach with an eye to self-funded students.

**Saudi Arabia** has a new sponsorship program that seems promising, though students typically face English and GRE exam hurdles. Admission or conditional admission to CSUF is required for sponsorship. Collaborating with AEI, we can offer conditional admission to undergrads who do not yet meet our English requirements. CSUF cannot conditionally admit grad students without a GRE score at present. Requiring GRE scores for graduate admission should be reviewed.

### II. Recruitment Challenges and Plans

#### 1. Challenge: New Competition

Recent years have seen **heavy and effective recruiting for Asian students from Australia and England**. Costs are often lower, and visas are granted more easily than in the US. Australia has specifically targeted Malaysia, Taiwan, and Thailand. Unlike CSUF,

both Australia and England accept for graduate study students with 3-year bachelor's degrees.

Some countries have now developed **good education systems of their own** and educate at home students who used to go abroad. (China, Malaysia, Singapore)

## 2. Challenge: Cost of Study

Students often need **financial support**. Fee increases in recent years have put CSUF out of reach for many students. Substantial CSUF scholarships are essential to attract students.

## 3. Challenge: Admission Requirements and Procedures at CSUF

Some of the best-prepared graduate applicants earn **3-year bachelor's degrees** which we do not recognize. We cannot expect to attract European students due to our own restriction.

**Transcripts from the year in progress** (7<sup>th</sup> semester grades) are required of grad applicants. These foreign transcripts are typically sent in May, forcing fall admission decisions to be very late. Students typically apply to many schools and choose the institution that admits them first.

Politics and logistics overseas make it extremely difficult for some grad applicants to take the **GRE** (e.g. Iran, Saudi Arabia). Further, the GRE is an added cost that students must pay before learning if they are admissible, yet the score itself is not used by all our programs.

**TOEFL** has been the only **English proficiency** test allowed at CSUF; some students have easier access to the **IELTS** exam. Allowing either exam can increase applications.

## 4. CSUF Plan: New Beck **Scholarships for Denmark and Ecuador**

This scholarship is a good "selling point" in those two countries. We need to **expand aid to more international students**. (Note: Like other European students, Danish students have free education at home. Further, Danish grad students are not presently admissible here due to our rules not admitting 3-year bachelor's degrees.)

## 5. CSUF Plan: Accepting **IELTS** (English proficiency) Scores

Approval has already been **given for undergrads** to submit either proficiency test.

Approval is **pending for graduate applicants** to submit either TOEFL or IELTS scores.

## 6. CSUF Plan: Allowing **3-year Bachelor's Degrees**

On a test basis, some graduate programs **will admit a limited number of 3-year bachelor's degree** students from Europe and monitor their progress. If successful, the test may be expanded to other departments and to more students.

## 7. CSUF Plan: **Admitting with 6<sup>th</sup> Semester Transcripts**

To speed response to applicants, Grad Advisors **will now offer conditional admission** to applicants without requiring transcripts from the study year in progress.

Transcripts showing three full years of coursework (through the 6<sup>th</sup> semester) will be considered sufficient.

8. **CSUF Recruiting Plans: Current Plans for Future Growth**

--With guidance from a **faculty ISSP Advisory Committee**, targeted areas have been identified (**Latin America** and **Middle East**), and a **faculty travel augmentation award** launched, offering faculty traveling abroad to targeted areas an incentive to recruit overseas.

--In 08-9, CSUF will **expand Hobsons Advertising** (print and web) to graduate students and to **Latin America** and **Europe**. (Our listing was formerly restricted to undergrads from Asia.)

--In spring 2008, ISSP will participate in educational fairs in 7 countries in **Latin America**. A follow-up visit in 2008-9 will build on contacts made in spring 2008.

--In 2008-9 participation in an educational tour of the **Middle East** is planned.

--**Embassy visits** in 06-7, 07-8 and plans for 08-9 raise CSUF visibility and solidify relationships with government sponsors.

--In 07-8, the Dept. of Commerce included CSUF in a web **outreach program in China**.

--ISSP staff now formally advises individual **AEI** students on admission to CSUF.

--Increased connections with **FCC** are being forged with international students studying there.

Note: Provost funding in 2007-8 made possible many of these recruiting initiatives.

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