A Systems Approach to Leading Institutional Internationalization Using Data Analysis and Trends

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Internationalization Strategic Action Plan as a part of K-State 2025

Grant Chapman
Associate Provost for International Programs
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K-State 2025 Vision, Plan, and Goal

University Vision:
By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.

- K-State 2025 Internationalization Strategic Action Plan: The overarching goal is to infuse internationalization in all we do in order to ensure K-State students, faculty, and staff are prepared to live, learn, and work in the global community.

- Key Assumption: In order to become a Top 50 Public Research University in today's world, our land grant mission of education, research and engagement must be global in nature and embedded throughout our campus culture.
Internationalization Strategic Action Plan as a part of K-State 2025

• Developed in 2011 – The Plan’s Link - https://www.k-state.edu/2025/

• K-State 2025 Internationalization Strategic Plan
  • 27 Activities
  • Activities grouped by areas - World Rankings, Global Partnerships, Student Experience, Research, Engagement, Faculty/Staff, Global Programs Support, Communications/Marketing, Fundraising, Campus Culture, and Global Alumni Network
  • 23 Outcomes measured in short, medium and long terms (roughly 5 year increments)
Internationalization Strategic Action Plan as a part of K-State 2025

• Activities and Outcomes (Examples)
  • Global Partnerships - Identify the countries of focus and the institutional priorities for K-State global efforts that support our research, academic, and engagement priorities.
    • One Outcome – short term (5 agreements with Top 200 Universities), medium term (10 agreements with Top 200 Universities)
  • Student Experience - Encourage and increase student opportunities for learning abroad
    • One Outcome – short term (15% of undergraduate participated in study abroad experience), medium term (20% of undergraduate participated in study abroad experience)
Short Term Outcomes Met 2011-2016

- Our progress Links
  - https://www.k-state.edu/2025/progress/index.html
  - https://www.k-state.edu/2025/reports/college-unit-reports/2016/OfficeofInternationalPrograms.pdf

- K-State 2025 Internationalization Strategic Plan Outcomes Met
  - 12 Agreements with Top 200 Universities
  - Established Offices in International Countries
  - 16% Undergraduate Students Studying Abroad
  - Number of International Scholars/Researchers
  - Increase diversity of international scholars and researchers
Lessons Learned

• Develop a comprehensive Plan

• Detail activities and outcomes

• Develop incremental outcomes

• Measure progress annually relying on agreed upon, and measures, definitions, activities, outcomes
Data, rankings, and strategy

Randy Kluver
Dean of School of Global Studies and Partnerships
Oklahoma State University
Why the rankings matter

- **Student decisions.**
  - Rankings are a way for overseas students to approximate ROI in US education.
  - Rankings indicate prestige and value for international students.

- **Contracts and funding.**
  - Professional Development programs.
  - Access to global research collaborations/funding.

- **International institutional relationships.**
  - Universities develop partnerships based on who they think strengthens them.

- In the absence of direct experience, the rankings become a primary indicator of quality.
The Big Three League Tables

Academic Ranking of World Universities (ARWU).
  • Compiled and published by Jiaotong University of Shanghai.
  • www.arwu.org

Times Higher Education Supplement (THES)
  • THES: www.timeshighereducation.co.uk/

Top Universities (QS)
  • www.topuniversities.com
Rankings and US institutions

• US institutions have largely ignored the rankings, because of a perception that they are “popularity contests”

• Other institutions have prioritized them (particularly Australia, NZ, Canada, Singapore, HK)
  • Focus from the top, often teams of staff working on data submissions

• Top 100 remain fairly stable and consistent across all rankings
  • Top US universities unlikely to be dislodged
  • Wedge effect impacting lower US institutions
What we have learned

• Data submissions are critical-focus on quality and accuracy of data
  • Definitions are often misunderstood
  • Who is included/excluded?
    • Medical schools, branch campuses, faculty status, etc.

• Requires all-of-university approach
  • Research impacts and demographics are drawn from external sources
  • Institutional inputs and resources often are misreported
Strategies to engage

• Focus on what can make a difference
  • Research impacts hard to impact quickly
  • Focus on student support services short term (career, etc.)

• Leverage partnerships
  • Reputational rankings, strategic partners
UNMC’s Global Strategy

Our mission is to lead the world in transforming lives to create a health future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care.

Jane Meza
Associate Vice Chancellor Global Engagement
University of Nebraska Medical Center
OUR VALUES
reflect who we are and why we’re here.

ITEACH

Innovation
Search for a better way. Seek and implement ideas and approaches that can change the way the world discovers, teaches and heals. Drive transformational change.

Teamwork
Respect diversity and one another. Communicate effectively and listen well. Be approachable and courteous. There is no limit to what we can achieve when we work together.

Excellence
Strive for the highest standards of safety and quality in all that you do. Work to achieve exceptional results.

Accountability
Commit. Take ownership. Be resilient, transparent and honest. Always do the right thing and continuously learn.

Courage
Make the tough decisions. Have no fear of failure in the pursuit of excellence. Admit mistakes and learn from them.

Healing
Show the empathy you feel. Be selfless in caring for patients, one another and the community.

UNMC Nebraska Medicine
UNMC ACE Internationalization Lab Committees

- Institutional Commitment & Administrative Structure
- Educational Programs & Students
- Collaboration & Partnerships
- Research
UNMC Strategic Planning Software

Initiative: Healthcare Administration and Management Training

Description: Develop healthcare administration and management training modules in partnership with our global partners

Metrics: 1) Develop training modules. 2) Market modules to our global partners 3) Implement at least one training session per year

Status: % Year 1, % Year 2, % Year 3
Data Needs

- Not resource intensive
- Accessible
- Timely
- Align with strategic plan.
- Easy to interpret
Data Needs

• Global engagement
  • Overall
  • By Unit
  • By Type (research, academic, clinical, etc)
Data Needs

• Students
• Alumni
• Partners
Data Sources

• Institutional Research
• Academic Affairs
• International Agreements
• Surveys/Focus Groups
• Import/Export
Results

- Map partnerships and collaborations
- Identify synergies for new or expanded partnerships
- Create maps to visualize results
- Generate data to report for strategic planning
- Use for data driven decision making
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