

## DRAFT K-State 2025 Internationalization – Strategic Action Plan

**Overarching Goal:** Infuse internationalization in all we do in order to ensure that K-State students, faculty, and staff are prepared to live, learn, and work in the global community.

**Assumptions:** ■ 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. ■ As defined in the 2025 Visionary Plan, “engagement” refers to engagement, extension, outreach, and service. ■ A concentrated effort to overcome inefficient processing of international financial/administrative transactions is critical to successfully engaging both resident and visiting faculty and staff in global initiatives and activities. ■ International activity by faculty and staff must be considered an essential part of the job. ■

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
<b>I N P U T S &amp; R E S O U R C E S</b>	<b>What we plan to do...</b> <b>World Rankings</b> 1. Determine the appropriate world ranking system and international criteria to measure progress towards improved world university rankings comparable to our benchmark institutions.	<b>What we expect to happen in 1-5 years...</b>  <b>A. Identified criteria and baseline for world university rankings</b>	<b>What we expect to happen in 6-10 years...</b>  <b>A. Improved position in world university rankings relative to benchmark institutions</b>	<b>What we expect to happen in 11-15 years...</b>  <b>A. Position in world university rankings commensurate with our benchmark institutions</b>
	<b>Global Partnerships</b> 2. Identify the countries of focus and the institutional priorities for K-State global efforts that support our research, academic, and engagement priorities.	<b>B. Reciprocal articulated agreements with at least five top 200 global universities</b>	<b>B. Reciprocal articulated agreements with at least ten top 200 global universities</b>	<b>B. Reciprocal articulated agreements commensurate with our benchmark institutions</b>
	3. Develop and invest in targeted strategic international partnerships with global companies and foundations, international universities, and governmental and non-governmental (NGOs) agencies to expand and strengthen relationships and collaborative interdisciplinary research and learning. Establish clearly articulated agreements for activities such as: a) expanded faculty and student exchange programs, b) collaborative curriculum and degree programs, ( i.e., 2+2 or 1+3), c) tuition discounts with partner schools and institutions, d) co-teaching of classes and conducting joint research in mutual areas of interest and strength, e) international internships and work programs that provide unique experiential learning opportunities, and f) development and commercialization activities with international partners.	<b>C. Identified one or two target countries with a developed K-State model for institutional interaction and engagement with a primary focus other than student recruitment</b>	<b>C. Established 2 to 4 additional offices in target countries, at least one with a primary focus other than student recruitment</b>	<b>C. Established four offices in target countries, at least two with a primary focus other than student recruitment</b>
	<b>Student Experience</b> 4. Encourage and increase student opportunities for learning abroad. a) Promote and expand opportunities for study abroad (short-term and long-term), service learning, and internship exchange. b) Create a least one summer international internship in every college. c) Improve quality of exchange agreements. d) Develop “anchor” faculty-led programs.	<b>D. Expanded private and public sector global partnerships with industry, government and NGOs</b>	<b>D. Increased number of private and public sector global partnerships with industry, government and NGOs</b>	<b>D. Sustained private and public sector global partnerships with industry, government and NGOs</b>
	5. Encourage cross-cultural interaction between and among international and domestic students; for example, joint activities between international student associations and domestic student groups such as sororities, fraternities, and multicultural or other student groups.	<b>E. 50% of undergraduate students have a meaningful international experience, (e.g., study abroad, service learning, short-term courses, international competitions, etc.)</b>	<b>E. 80% of undergraduate students have a meaningful international experience</b>	<b>E. 100% of undergraduate students have a meaningful international experience</b>
	6. Infuse a global focus throughout the curriculum and pedagogy. a) Require all students to have a class or experience that encourages an understanding of global perspectives as part of graduation requirements and assess it on a departmental level. b) Encourage colleges/departments to develop an international overlay to their degree programs and note successful completion on transcripts.	<b>F. 15% of undergraduate students participated in a study abroad program</b>	<b>F. 20% of undergraduate students participated in a study abroad program</b>	<b>F. 25% of undergraduate students participated in a study abroad program</b>

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	<p>c) Develop and standardize international degree add-ons (minors, certificates, 2<sup>nd</sup> majors) through inter-departmental collaboration (½ of the credit hours coming from the college and ½ from an international institution).</p> <p>7. Recruit, retain, and increase the number of qualified international undergraduate and graduate students.</p> <p>a) Integrate a global focus as part of the K-State brand.</p> <p>b) Design global recruitment and retention strategies.</p> <p>c) Diversify our recruitment efforts to balance the geographic distribution of students on campus.</p> <p>d) Expand involvement of K-State advocates with international expertise in recruiting.</p> <p>e) Develop, support, and resource effective transition programs for international students, expanding on the First Year Experience (FYE) concept.</p> <p>f) Encourage participation in competitive exchange programs such as the Humboldt, Fulbright, and relevant national agencies.</p> <p>g) Encourage international sponsored research.</p> <p>8. Promote and expand opportunities for K-State curricular, co-curricular, and athletic teams to travel and compete in international venues.</p> <p>9. Enhance career advancement and work opportunities for international students by expanding capacity of Career and Employment Services (CES) to support this student population.</p> <p><b>Research</b></p> <p>10. Identify and capitalize on strengths and unique opportunities to enhance graduate education and international collaborative research, e.g., the Animal Health Corridor and associated laboratories and industries.</p> <p>11. Expand international collaborative research programs to support efforts to become a top 50 public research university.</p> <p>a) Invest in research programs that have impact on a global scale and promote K-State as a leader in its areas of strength.</p> <p>b) Assist our faculty in becoming more competitive in obtaining international grants and ensure that the Vice President of Research and the Sponsored Programs Office are active partners in obtaining and implementing these grants.</p> <p>c) Establish international centers, e.g., Center for International Business Educational Research (CIBER).</p> <p><b>Engagement</b></p> <p>12. Expand and optimize our international engagement by identifying and focusing on our strengths as a land grant university, (e.g., grassland ecology, wheat research, food production, plant and animal health, engineering, etc.).</p> <p>13. Annually host an international symposium on a K-State campus with a problem-solving topical focus.</p>	<p><b>G. World culture/study abroad integrated into curriculum for 20+ undergraduate degrees</b></p> <p><b>H. Increased number of international undergraduate students from a balanced distribution of countries</b></p> <p><b>I. Recruitment strategies in place that attract highly qualified international graduate students</b></p> <p><b>K. Increased number of international visiting scholars and grants</b></p> <p><b>L. Additional Clusters and/or Centers of international collaborative research focus</b></p> <p><b>M. Area studies and their correlative academic degrees in two geographical areas developed or strengthened</b></p> <p><b>N. Exposure on a global level with unique branding as an international land grant institution</b></p>	<p><b>G. World culture/study abroad integrated into curriculum for a majority of undergraduate degrees</b></p> <p><b>H. Increased number of international undergraduate students from a balanced distribution of countries</b></p> <p><b>I. Increased number of highly qualified international graduate students</b></p> <p><b>J. Increased number of graduate degrees awarded (Master's and Doctorates)</b></p> <p><b>K. Increased number of international visiting scholars and grants</b></p> <p><b>L. Additional Clusters and/or Centers of international collaborative research focus</b></p> <p><b>M. International prominence in area studies and their correlative academic degrees in two geographical areas</b></p> <p><b>N. Recognized as an International land grant university that addresses global issues</b></p> <p><b>O. Leadership of a major USAID development program</b></p>	<p><b>H. Stable undergraduate population of both domestic and international students</b></p> <p><b>I. Number of highly qualified international graduate students comparable with benchmark institutions</b></p> <p><b>J. Increased number of graduate degrees awarded (Master's and Doctorates)</b></p> <p><b>K. Number of international visiting scholars and grants comparable with our benchmark institutions</b></p> <p><b>M. Area studies programs and degrees with strength and scope comparable with our benchmark institutions</b></p> <p><b>N. Internationally recognized as leaders in engagement on a global scale</b></p> <p><b>O. Reputation with federal funding agencies such as USAID, USDA, etc. as a preferred partner for international initiatives</b></p>

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<p><b>Faculty and Staff</b></p> <p>14. Promote, recognize, value, and reward the development of a global outlook among our faculty and staff.</p> <ul style="list-style-type: none"> <li>a) Include a global/ international focus in promotion and tenure (P&amp;T), evaluation, and hiring policies for administrators, faculty, and staff.</li> <li>b) Encourage and support global experiences for faculty, including international sabbaticals, travel, workshops, attending or co-hosting professional meetings, and co-teaching with renowned international colleagues.</li> <li>c) Provide venues to raise awareness of global opportunities.</li> <li>d) Research and publicize faculty exchange opportunities.</li> <li>e) Provide training and workshops on "how to be successful," in a global context.</li> <li>f) Value and reward international faculty efforts through university recognition, and awarding more funds per effort due to increased cost.</li> <li>g) Enhance professional competencies of all faculty and staff (including GTAs) to appreciate the cultural diversity of our student body in order to better support success for all.</li> </ul> <p><b>Global Programs Support</b></p> <p>15. Build an institutional infrastructure with the capacity to effectively support the achievement of our internationalization goals and overcome barriers to participation in global activities.</p> <ul style="list-style-type: none"> <li>a) Review the capacity of our current institutional structures, explore alternative successful university programs, and design the optimum model to support our internationalization goals.</li> <li>b) Establish flexible, responsive, and effective administrative procedures, services, and systems to support global activities, such as international financial transactions and payments, pre/post awards, and visa processing.</li> <li>c) Ensure that administrative staff has the expertise and competencies to interpret and implement policies and procedures.</li> <li>d) Implement effective training systems for resident and visiting faculty and staff on international issues and procedures.</li> <li>e) Develop and implement plans to ensure technology is in place to support global initiatives and virtual classrooms.</li> <li>f) Provide short and mid-term housing to enable short-term training programs and incoming faculty exchanges and visiting scholars.</li> <li>g) Establish a clearing house or central repository for capturing, communicating, and promoting all international activities and opportunities, including funding sources.</li> <li>h) Develop library collections that focus on targeted partnership countries.</li> </ul> <p>16. Appoint a high-level university steering committee empowered to ensure that the global focus is embedded at all institutional levels.</p> <p>17. Create a strong internationalization advisory committee, including faculty, staff, and students with a variety of perspectives to advocate, encourage, and promote the strategic directions outlined in this plan; and review and clarify the roles of the current International Activities Advisory Council (IAAC), College International Advisory Council (CIAC), and Friends of International Programs (FOIP).</p>	<p><b>P. Increased percentage of faculty and staff participating in international and/or cross-cultural experiences</b></p> <p><b>R. Promotion and tenure (P&amp;T) process recognizes and rewards global/international work</b></p> <p><b>S. Increased funding committed to internationalization activities</b></p> <p><b>T. Increased international research and development expenditures</b></p> <p><b>U. KSU Foundation structure enables institutional fundraising for international priorities as part of the Capital Campaign</b></p> <p><b>V. Adequate short and mid-term housing for international visiting faculty and scholars</b></p> <p><b>W. Effective, efficient, and responsive administrative structures, processes, and services that manage, develop, and support global affairs</b></p> <p><b>X. Global network of K-Staters with expanded thriving international alumni chapters</b></p>	<p><b>P. Increased percentage of faculty and staff participating in international and/or cross-cultural experiences</b></p> <p><b>Q. Increased number of faculty, staff, and graduate students with an international profile, (publishing, presenting, teaching, consulting)</b></p> <p><b>S. Increased funding committed to internationalization activities</b></p> <p><b>T. Increased international research and development expenditures</b></p> <p><b>X. Expanded chapters worldwide with alumni interacting in a connected virtual K-State global community</b></p>	<p><b>P. Increased percentage of faculty and staff participating in international and/or cross-cultural experiences</b></p> <p><b>Q. Internationally recognized award-winning faculty comparable with our benchmark institutions</b></p> <p><b>S. Funding committed to internationalization activities comparable with our benchmark institutions</b></p> <p><b>T. International research and development expenditures competitive with our benchmark institutions</b></p>

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<p>18. Open offices in targeted countries for recruiting, research, engagement and/or program administration.</p> <p>19. Explore the possibility of forming a not-for-profit company owned by K-State to allow the university to do business outside of the country that cannot be done by the university as a government agency.</p> <p><b>Communication and Marketing</b></p> <p>20. Develop a unique K-State brand that includes a global focus, define our role as an international land grant university, and implement effective marketing and recruitment campaigns and point of difference communications.</p> <p><b>Fundraising</b></p> <p>21. Modify the structure of the KSU Foundation to enable institutional fundraising for international priorities, e.g., housing, scholarships, travel, study abroad (short- and long-term), service learning, internships and exchange programs.</p> <p>22. Establish an international fundraising focus within the colleges.</p> <p><b>Campus Culture</b></p> <p>23. Define the purpose of globalization as it relates to our identity. Promote and encourage a culture that embraces globalization as core to the University's identity, and infuse a global focus at every level.</p> <p>24. Cultivate global and cross-cultural perspectives of our students, faculty, and staff through strategies such as:</p> <ul style="list-style-type: none"> <li>a) partnering with the Peace Corps to create a Master's degree program,</li> <li>b) participating in the diplomat in residence program,</li> <li>c) sponsoring a senior Fulbright fellow, and</li> <li>d) promoting international and cross-cultural events as a routine part of the K-State university experience.</li> </ul> <p>25. Build a community that is receptive to international students, faculty, and visitors and expand outreach venues for the global dialogue beyond the campus to local communities and the state.</p> <p>26. The President, Provost, Deans, and other university leaders should serve as role models by advocating, supporting, and participating in international activities.</p> <p><b>Global Alumni Network</b></p> <p>27. Establish a strong global network that promotes lifelong connections among alumni and other K-Staters worldwide.</p> <ul style="list-style-type: none"> <li>a) Explore models for the global network, (e.g., Humboldt, Fulbright, etc.).</li> <li>b) Provide resources to International alumni to establish and support alumni chapters.</li> <li>c) Exploit technology to connect alumni in the virtual world.</li> <li>d) Expand alumni international trips with faculty and students to promote "Academic Fun".</li> <li>e) Encourage lifelong connections with international students while they are here, (e.g., alumni graduation reception or global homecoming similar to that of the University of Wisconsin).</li> </ul>			

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