



INTERNATIONAL
STUDIES *and* **PROGRAMS**

STRATEGIC FRAMEWORK

VERSION 5 • JANUARY 2022

MICHIGAN STATE
UNIVERSITY



ISP STRATEGIC FRAMEWORK

VERSION 5, JANUARY 2022

This strategic framework is being published in a time of considerable change at the university. It is intended to be a flexible, living document that will help guide and advance MSU's global efforts. This document will be revised as needed based on feedback from university colleagues and to align with the forthcoming institutional strategic plan.

1.0

INTRODUCTION

In collaboration with university leadership and colleges and units across campus, International Studies and Programs (ISP) is leading a comprehensive and integrated internationalization effort in alignment with MSU's land-grant values of access and opportunity—seeking solutions to complex global problems. MSU's internationalization strategy focuses on research, educational and engagement programs at the nexus of the university's thematic strengths, regional expertise and global partnerships.

MSU's international strategy draws upon our thematic expertise, our knowledge and work within world regions and our deep and enduring relationships with partners in the context of three interconnected pillars:

- **Innovating Global Solutions** by developing sustainable international partnerships that are multi-disciplinary and cross-regional—creating pathways from the knowledge generated and technology created to realize real-world impact and change lives.
- **Creating Global Citizens** through innovative new education pathways, next-generation education programs and new curriculum models that align these programs with priority strategic partnerships. MSU is creating innovative ways to recruit and support international students, involve domestic students in global education opportunities, and engage students and learners who may never set foot on the MSU campus with the ultimate goal of creating empowered global citizens who are career-ready and remain connected to MSU.
- **Generating Global Investment** by serving as a resource hub for those pursuing international funding and investment and helping faculty navigate an increasingly complex network of funding opportunities (e.g., individual donors, private foundations, governments, development banks) and building unique relationships with funders to co-create opportunities for research, education, and outreach.

ISP relies on a data-driven approach to better understand MSU's global engagement. Based on an analysis of domestic and international university ranking systems, ISP has identified and targeted key metrics for which ISP can support MSU's institutional objectives. For each strategic pillar, ISP has identified data that serve as a proxy to assess outcomes and that prioritize opportunities for strategic investments in MSU's international portfolio over time.

This document presents a strategic framework that includes mission and vision statements, core values and a strategy to drive and support MSU's internationalization. In moving this plan forward, ISP will collaborate with colleges and the university as a whole across the missions of research, education and engagement.

2.0

BACKGROUND

A LEGACY OF INTERNATIONAL ENGAGEMENT

Since the first international students enrolled in 1873, Michigan State University has fostered a legacy of global collaboration in pursuit of innovation, enhanced research and education. Nearly 150 years later, MSU's vibrant and diverse community of students, scholars, staff, researchers, and partners reflect the strength of MSU's global engagement.

This longstanding commitment to international engagement positioned MSU as a leader on the global stage, establishing MSU as one of the world's top 100 research universities and attracting top students and faculty. Today, MSU's extensive international work is evident across the world, from helping to solve the problem of childhood malaria in Malawi to understanding the land-water-energy nexus in Asia, to education abroad programs available to every Spartan student. More than 1,400 internationally engaged faculty create knowledge, develop technology and deliver education through MSU's colleges and departments.

MSU is developing this strategic framework in a time of considerable change at the university and in the world at large, as witnessed by the COVID-19 pandemic, growing economic and social inequality and persistent xenophobia and racism. Further, the university is developing a new institutional strategic plan under the leadership of a new university president and provost. The COVID-19 pandemic has fundamentally transformed lives and will require us to innovate the ways domestic and international research, education and engagement are conducted. In some cases, the positive changes underway may be transformative, but in other cases, there are significant challenges of which the long-term impact remains unknown. MSU's commitment to international engagement and strong partnerships with universities and other institutions abroad position us well to navigate this uncertain terrain in new and creative ways.



ISP WORKS WITH COLLEGES AND DEPARTMENTS TO ENHANCE MSU'S SUCCESS IN SECURING INTERNATIONAL RESEARCH AND DEVELOPMENT PROJECTS, FACILITATED THROUGH THE DEVELOPMENT OF NEW MODELS FOR GLOBAL PARTNERSHIP.

LEADING MSU'S GLOBAL ENGAGEMENT

International Studies and Programs facilitates and supports MSU's international work. Established in 1956, ISP was the first office of its kind at a U.S. university and remains a national leader in the internationalization of higher education.

ISP catalyzes and facilitates international programming across the domains of research, education and engagement, consistent with the university's thematic strengths, regional expertise and international partnerships. ISP works with faculty, department chairs, deans, students and staff campus-wide to position MSU as an indispensable partner in global collaborations. ISP identifies funding and programmatic opportunities for faculty, provides support to increase the likelihood of capturing external resources, and reduces the cost of pursuing and delivering on those opportunities.

These efforts are accomplished with ISP expertise found in area and thematic studies centers, strategic partnership and research platforms addressing critical global challenges, internationally focused service units, and student and scholar support offices. ISP works with colleges and departments to enhance MSU's success in securing international research and development projects, facilitated through the development of new models for global partnership, including the Alliance for African Partnership and AsiaNexus.

ISP STRATEGIC PLANNING

ISP's critical support for MSU's international strategy was founded historically on the basis of ethical engagement with international partners to foster impactful collaborative and interdisciplinary research to solve global challenges. MSU's international stature in the future will depend on us continuing to advance problem-solving research and education by strategically engaging regional expertise and leveraging global networks and relationships.

To envision this future, for the past several years ISP has engaged in a participatory strategic planning process with MSU administration, ISP center and office directors, and leaders from internationally engaged colleges and units across campus. The aim of this process has been to develop a strategic framework that supports MSU's shared goals and articulates the university's global aspirations.

This document presents a framework outlining key features including ISP's mission, vision and values, strategic plan foundation, strategic pillars, and steps toward operationalization.

3.0

MISSION/VISION/VALUES

Since its inception, the essential vision and mission of ISP has remained constant—to link research to action in a way that transforms lives here and abroad, consistent with MSU’s land-grant values.

MISSION

Advance the comprehensive internationalization of Michigan State University by valuing diversity, mobilizing research capacity, enhancing scholarship and educational programs, deepening our students’ international engagement and building partnerships around the world.

VISION

MSU is the premier world-grant university and an indispensable partner in the global collaborations necessary to address the world’s most pressing problems—and every Spartan is a *Global* Spartan.

This means that:

- All of MSU—leadership, faculty, students and staff—have a global perspective in an environment that promotes innovation, cultivates a passion for problem solving, and connects a global network of researchers and scholars.
- MSU provides a welcoming and inclusive environment for international students, scholars, faculty, staff and visitors.
- MSU is both a destination and a springboard, attracting the best students, faculty and staff from the US and abroad and preparing them to work effectively, equitably and collaboratively.
- Every student has international experiences that expand their knowledge of the world and prepare them to succeed in a global, interconnected workforce.
- MSU recruits and retains innovative faculty who are encouraged and empowered to pursue international research and scholarship, who understand their teaching and research in a global context, and who are integrated into a global network of partners in the shared pursuit of excellence in research, teaching and engagement.

- MSU is committed to nurturing the next generation of global leaders in diverse disciplines.
- MSU has world-class facilities across campus that connect the university to the world. MSU's International Center will become an innovative, interconnected hub with the latest technologies to inspire and facilitate global engagement.
- MSU has a vast network of alumni and friends across the globe who feel deeply connected to MSU, share our vision and are willing to work with us to achieve it.

CORE VALUES

ISP upholds Michigan State University's core values of quality, inclusiveness and connectivity and ISP is committed to building a culture consistent with these core values:

Quality

- Strive to improve and excel in our work while valuing the complementary functions and skills of all faculty, staff, and students.
- Work with integrity, respect, fairness, and sensitivity to the implications of power differentials and dynamics.

Inclusiveness

- Foster a safe, supportive, and welcoming environment for all.
- Value our unique identities and differences to improve the workplace through diversity, equity, and inclusion.

Connectivity

- Behave in a collegial manner in interactions with our constituencies.
- Cultivate open lines of communication, and sustain compassion and support to build positive relationships, both on campus and with external partners.

COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

ISP works to embody diversity, equity and inclusion in all aspects of our work, from hiring, to interacting with students and visitors, to collaborating with each other. In ISP, different perspectives, cultures and voices are the norm. Across campus, ISP has a critical role in internationalizing teaching and learning, supporting the integration of diverse perspectives, cultures and voices into the MSU curriculum. ISP works to make international Spartans feel welcome and included in our community, and to address challenges they face. In line with the university's core values, ISP works to enable members of the campus community to develop skills and competencies to engage across global differences. We promote and support diversity, equity, inclusion and internationalization across campus and with our partners abroad.

4.0

STRATEGIC PLAN FOUNDATION

Several important components are foundational in this framework as we move toward comprehensive university internationalization.

THEMES, REGIONS, RELATIONSHIPS

This strategic framework focuses on promoting research, scholarship and programming that lie at the nexus of MSU's thematic strengths, regional expertise and global relationships. ISP uses a data-driven approach to identify the thematic strengths of MSU faculty, staff and students across disciplines within an international context.

To unlock the value of this thematic expertise and make these strengths relevant to different local contexts, we need regional knowledge to take into account differences in culture, history, political, economic and legal systems, infrastructure, and local environments. The formation of sustainable international relationships and partnerships based in mutual respect and co-creation underlies and is central to the research process and program development. When these three components align, exciting and innovative outcomes emerge.

THEMATIC STRENGTHS

- Agriculture and Food
- Health and Nutrition
- Water, Energy and the Environment
- Youth Empowerment
- Addressing Inequalities
- Arts and Culture
- Education and Institutional Capacity Building

AUDIENCES AND STAKEHOLDERS

Engaging effectively with stakeholders is critical to advance MSU's land-grant mission of research for impact. This means working from the beginning with local communities, donors, partner institutions and others to assess needs, determine priorities and develop strategic approaches both in the U.S. and abroad. As we target our knowledge and education, we collaborate to create, disseminate and implement solutions based on that knowledge. ISP will continue to bring international guests to our local community, and sponsor programs that help connect our international faculty, staff, visitors and students with local K-12 schools, refugee development centers, community colleges, nonprofits and business organizations.

5.0

STRATEGIC PILLARS

The strategic framework is organized around three intersecting pillars that represent goals for a globally engaged institution and guide strategies and tactics that advance campus internationalization.

1

**INNOVATING
GLOBAL
SOLUTIONS**

We are developing unique, sustainable global partnerships that are multi-disciplinary and cross-regional—creating pathways for the knowledge we generate and the technology we develop together with our partners to realize real-world impact and transform lives. Our objectives are to promote cross-unit, cross-college and cross-institutional collaboration and problem-solving approaches that address complex issues at the forefront of our national and international concerns. We aim to achieve scholarly excellence in international research and education, making MSU a destination for top faculty.

2

**CREATING
GLOBAL
CITIZENS**

We are developing new education pathways, next-generation education programs and new curriculum models, and aligning these programs with priority strategic partnerships. We also are creating innovative ways to recruit and support international students, involve domestic students in global education opportunities, and engage students and learners who may never set foot on the MSU campus—with the ultimate goal of producing globally competent and culturally aware students who are highly valued and career-ready.

3

**GENERATING
GLOBAL
INVESTMENT**

We are establishing a resource platform for those pursuing international funding. We aim to help faculty navigate an increasingly complex network of funding opportunities (e.g., individual donors, private foundations, governments, development banks) and build unique relationships with funders to co-create programs with our partners focused on impact. In this challenging time of restricted travel, international research poses special challenges that call for new approaches to collaborative research and new ways to attract more and diversified external funding.

These pillars are intended to be broad, representing the outcomes we seek as we develop strategies and tactics to advance MSU’s international teaching, research and outreach activities. While some of these activities may be focused primarily on one pillar, we are intentional about developing new programs that cut across the three pillars. These pillars are intended to guide units and centers within ISP and across campus as we continue to internationalize MSU.



6.0

OPERATIONALIZATION

This section identifies ways ISP collaborates with colleges across campus and with partners abroad to achieve the goals represented by the three pillars. Some activities are continuations of strategies developed earlier that have proven successful, while others are new innovations underway to align ISP's work with the pillars and the goals of the colleges and other units. Within this strategic framework, ISP centers, offices and initiatives provide expertise and operational support to implement MSU's comprehensive internationalization efforts.

PROMOTING UNIVERSITY INTERNATIONALIZATION

ISP will collaborate closely with globally oriented and engaged colleges, offices, departments and university and college committees to coordinate and advance MSU's international strategy across the domains of research, teaching and engagement. This includes, but is not limited to:

- Health and safety concerns related to international travel and engagement
- Recruitment and admission of international undergraduate and graduate students and postdoctoral scholars
- Internationalization of educational programming and curriculum
- Joint development and funding of international research initiatives, educational programs, and applied projects
- International outreach and engagement activities

KEY COORDINATING UNITS IN THIS AREA INCLUDE:

- Office of Admissions
- College unit representatives responsible for internationalization

PROGRAMS AND INITIATIVES IN THIS AREA INCLUDE:

- Global Youth Advancement Network
- Alliance for African Partnership
- AsiaNexus
- Tanzania Partnership Program
- Global Center for Food Systems Innovation

STRATEGIC PARTNERSHIP PROGRAMS

ISP is catalyzing cross-college, multidisciplinary strategic partnership programs that integrate the three strategic pillars and our commitment to DEI. ISP has initiated these innovative programs in response to emerging opportunities that aim to:

- Create sustained, equitable partnerships with universities and other organizations in Africa, Asia and other key regions of the world around mutually shared challenges, particularly concerning MSU’s international thematic strengths.
- Carry out collaborative, interdisciplinary research with international partners to expand knowledge and inform the practice of development to improve lives and livelihoods.
- Collaborate with partner universities to deliver innovative curricular and co-curricular programming such as dual degree programs, sandwich programs, distance and virtual learning.
- Strengthen the capacity of youth to set agendas relevant to their futures, create entrepreneurship and other employment opportunities and generate primary data on the interface between institutions and global youth to inform domestic and global policy, institutions, and influencers.



Global Youth Advancement Network



Alliance for African Partnership



Tanzania Partnership Program

ISP CENTERS AND PROGRAMS

ISP units and centers are asked to develop their work plans in alignment with the three pillars, seeking new opportunities to collaborate within ISP, across colleges and with stakeholders around the globe.

AREA AND THEMATIC STUDIES CENTERS AND PROGRAMS INCLUDE:

- African Studies Center
- Asian Studies Center
- Canadian Studies Center
- Center for European, Russian and Eurasian Studies
- Center for Gender in Global Context
- Center for Latin American and Caribbean Studies
- Muslim Studies Program
- Office of China Programs

AREA AND THEMATIC STUDIES

These units support the strategic framework through actions to:

- Facilitate faculty and student engagement abroad by lowering the transaction costs of this engagement through preparatory coursework, seminars, language training, research travel funds and in-country connections.
- Catalyze interdisciplinary research around key themes across campus and around the globe by convening faculty teams, sponsoring seminars, and connecting faculty to Global IDEAS and other resources on campus that support research.
- Deepen student and faculty knowledge on critical issues and cultural diversity across the world through support for international majors and minors, language instruction and education abroad programs, as well as events including lectures, film series, musical performances, etc.
- Advise faculty and administrators concerning potential international partners, emerging research and funding opportunities, country updates, etc.
- Promote research and teaching around key thematic areas through collaborations across centers and departments.
- Enhance MSU's reputation and visibility as a center for excellence in international studies by representing or facilitating representation of MSU in the governance and operation of academic and other organizations that focus on international studies.
- Establish close collaboration with ISP Advancement to communicate our international work to international alumni and donors.
- Partner with Admissions to create awareness about MSU internationally with the ultimate goal of student recruitment.



Center for Gender in Global Context

STUDENT AND SCHOLAR OFFICES AND PROGRAMS INCLUDE:

- Office for Education Abroad
- Office for International Students and Scholars
- Mastercard Foundation Scholars Program
- Visiting International Professional Program
- Japan Center for Michigan Universities
- Humphrey Fellowship Program
- Peace Corps

STUDENT AND SCHOLAR OFFICES AND PROGRAMS

Priority areas for synergy include collaborations to create innovative models for education abroad experiences, student and faculty exchanges, and the creation of dual degree and other types of innovative curricular and co-curricular programs with strategic partners. For example:

- Collaborate to seek alignment of programmatic efforts with emerging and established priority strategic partnerships.
 - Be active participants in the conversations and formulation of innovative education and training activities that complement the research and scholarship core of many strategic partnerships.
- Support the development of new education abroad opportunities for MSU students as well as students from our strategic partnership institutions who desire to come to the U.S.
 - This includes international internships, community-engaged learning opportunities, and student research opportunities, all of which are in high demand by students.
- Act as thought leaders in how we align student and faculty exchanges with strategic partnership research and scholarship activities.
- Be proactive in the early phases of the conceptualization and development of dual degrees and other types of curricular and co-curricular programming, with strategic partner institutions.



Visiting International Professional Program



Education Abroad

INTERNATIONAL SUPPORT OFFICES IN THIS AREA INCLUDE:

- Office for International Advancement
- Global IDEAS
- Communications
- Office for International Health and Safety

INTERNATIONAL SUPPORT OFFICES

As a central hub for MSU’s international engagement, ISP facilitates, catalyzes and supports activities happening within colleges and departments by providing expertise, guidance and resources that advance those efforts. We do this by:

- Collaborating with colleges to provide a welcoming and supportive environment for international Spartans and visitors.
- Supporting international development related research, scholarship and funding.
- Providing health and safety services and advising to MSU’s international travelers.
- Assisting in securing funding for international research, teaching and outreach from corporations, foundations, alumni and other private donors.
- Communicating and promoting the value of international engagement and amplifying the work of Global Spartans through storytelling and marketing communications.

International Advancement: Hong Kong Spartans



VIPP: Global Summer School



International Award Ceremony

7.0

METRICS

Based on an analysis of domestic and international ranking systems (e.g., AAU, U.S. News and World Report, Times Higher Education, QS, Shanghai World Ranking), ISP has targeted key metrics assessed by multiple ranking systems that can be enhanced with the addition of an international perspective. While ISP does not have direct purview over all of the activities related to these metrics, they are used to guide and enhance strategies that support MSU administration, colleges, faculty and student efforts that underpin the metrics.

Innovating Global Solutions

- Number of scholarly publications/outputs with international co-authors (Note: International co-authorship raises citation rates).
- Percentage of externally funded awards for international activities that include two or more colleges.
- Number of faculty/staff engaged in international research, teaching, outreach.

Creating Global Citizens

- Number of Ph.D.s awarded to international students.
- Graduation rate for international undergraduate students.
- Percentage of undergraduates with an international experience upon graduation (education/research abroad and international internships).

Generating Global Investment

- Amount of grant and contract funding received with an international dimension.
- Regional data for funding diversity.
- Percentage of externally funded awards for international activities that include two or more colleges.

Upholding MSU Values of Diversity, Equity and Inclusion

- Percent international students
- Percent international faculty
- International first-year student retention rate



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