Current State

- Study abroad strong (with improvement needed in Asia, Africa) but undergraduate research does not meet expectations
- Low enrollments of international undergraduates on campus: 3% across all four years of undergrad classes in 2008-09
- Impact of faculty research and collaborations abroad is sub-par
- Visibility and presence abroad does not reflect ND's strengths and ambitions
- Potential donors, allies impatient for international developments
- ND does not project an image of being an international university
- Orientation uneven for international student travelers
- Undergraduate programs are uneven in international curriculum across campus and not well integrated with study abroad
- Graduation and professional international enrollments are unbalanced across colleges
- Summer study abroad programs pose financial burden for many families
- Int'l population low among faculty members: 5.24% in 2008 (6% at Princeton; 8% at Harvard)

External / Positive:
- Globalism (int'l policy, linguistic competence, cultural knowledge): priority in new economy, increasingly apparent to students, parents
- Economic downturn: opportunity for ND to carve out stronger niche as others are pulling back

External / Negative:
- Loss of income among students, parents may limit enrollments in study abroad
- Legal issues, health, safety & liability growing
- Growing challenge of international competition

Strategic Approaches

- Provide need-based aid for summer int'l programs led by ND faculty
- Build improved framework for int'l undergraduate exchange
- Create an “English Language Center” to support international students
- Incentivize faculty to invest in internationalism at grad. and prof. level
- Hire a Health & Safety Compliance Officer in OAPG
- Establish int'l Housing & Welcome Center
- Create “Global ND” website linked to nd.edu, annually updated
- Fund faculty exchanges w/int'l partners
- Create “Global Networking Program”
- Enhance legal counsel support for internationals
- Develop pre- and post-study abroad experiences
- Increase need-based aid for int'l undergraduates
- Hold periodic conferences at strategic Hubs abroad
- Launch grant competition for int’l faculty visitors, performers, artists (3-16 weeks), annually. Use as springboard for int’l faculty recruiting.
- Provide health insurance assistance for int’l grad & dependents
- Leverage ND alumni, contacts, staff abroad for international undergraduate recruiting
- Make funds available on competitive basis for IURP to promote faculty-student interaction, improve study abroad via undergraduate research, and build faculty collaborations
- Create seven Hubs abroad, with space, staff, and budget appropriate to site.
- Create a “Global Networking Program” for communication on- and off-campus
- Explore a uni.-wide language requirement
- Double int’l undergrads

Goals of Hubs:
- a. Build visibility
- b. Assist in faculty research, alumni relationships
- c. Home-ground for student research, internships
- d. Int’l student recruiting
- e. Interface with study abroad programs
- f. Build on alumni connections
- g. Build on Holy Cross and Catholic connections
- h. Facilitate ongoing dialogue with campus via OIS and OAPG

Locations:
- 1. London
- 2. Tantur
- 3. Rome
- 4. Dublin
- 5. Latin America
- 6. Asia
- 7. Africa

Strategic Drivers

Internal / Positive:
- Good momentum now afoot among ND faculty, administrators: need to continue

External / Positive:
- Strong alumni base

Future Goal

Create a more culturally diverse and integrated campus environment

- Promote prolonged, substantive dialogue among ND and international faculty
- Generate greater visibility of ND impact and presence abroad: to internal and external audiences
- Expand campus-wide focus on internationalism in undergraduate education and enhanced research in study abroad; promote senior theses with international content
- Sustain good communication and coordination among ND units to further internationalism (Hubs and stakeholders) through Office of Associate Provost for Globalization (OAPG)
- Provide environment wherein university is attentive to safety, health of international travelers (outgoing and incoming)
- Make available rigorous, diverse, affordable and research-oriented study abroad programs on five continents during academic year and summer term
- Expand recruitment efforts for international students at advanced levels, and enhance opportunities for grad and professional students to conduct research around the world
- Enhance linkages with pre-eminent Catholic universities throughout the world & institutions of other faith traditions

Leadership & Trustees

Assistant Provost for Globalization (OAPG)

Internal / Positive:
- Assistant Provost for Int'l Studies has launched campus-wide focus on collaborations and Global ND website coordination. Need to continue and build into Office of Associate Provost for Globalization (OAPG)
- Strong alumni base