



Ramapo College of New Jersey

Strategic Plan for Comprehensive Internationalization

2015 – 2020

IMPLEMENTATION PLAN



Detailed Implementation Plan

The full Strategic Plan for Comprehensive Internationalization is found below, with implementation details found in **blue-colored font**. Some targets do not begin implementation until later on into the plan. Other targets do not define specific implementation strategies as their implementation is overseen by another committee or unit.

STRATEGIC GOALS FOR COMPREHENSIVE INTERNATIONALIZATION

GOAL #1: BUILD GLOBAL CONSCIOUSNESS THROUGH INTERNATIONAL EDUCATION

A student's international experience can be a powerful, transformative time in their lives. By increasing opportunities for students to not only study but also work abroad, Ramapo College ensures that its graduates develop a distinct personal identity that they can be comfortable with and are well prepared for an increasingly global workplace.

OUTCOME 1.1: Strengthen and Assess Students' Global Competencies

ACHIEVEMENT TARGET 1.1.1

Increase the number of students participating in approved study abroad programs by 10% annually

Year 1: continue implementation of the convening group project through Study Abroad Committee; Increase outreach and advisement; Specific promotion for scholarships; Submit request to hire an additional staff member for the Office of Study Abroad

Year 2: continue implementation of the convening group project through Study Abroad Committee; first-year student focus campaign

Year 3: continue implementation of the convening group project through Study Abroad Committee

ACHIEVEMENT TARGET 1.1.2

Design a tool to assess students' global competencies upon their arrival at Ramapo, the 2-year midpoint and upon their graduation

Year 1: collaborate with the General Education Task Force in order to develop tool together that aligns with the vision of this plan and the revised General Education requirements; Research available tools

Year 2: begin implementation of global competencies assessment tool for all first-year students in First Year Seminar

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Year 3: Continue student assessment to include previous category, plus students at end of 2nd academic year

Year 4: Continue student assessment to include previous two categories of students, plus fourth-year, 2nd semester students.

ACHIEVEMENT TARGET 1.1.3

Review data from competency assessment to the impact of international education programming as it relates to students competencies

Year 4: Review assessment data; develop plan to address major gaps

ACHIEVEMENT TARGET 1.1.4

Provide a training session each semester for Faculty in their role as Academic Advisors to students to further their awareness and understanding of international opportunities at Ramapo College and academic integration of these opportunities.

Year 1: Design the training

Year 2: Offer to all 5 academic schools; evaluate

Year 3: Revise & expand training, if necessary

OUTCOME 1.2: Increase Opportunities for Self-Awareness and Identity Development in a Global Context

ACHIEVEMENT TARGET 1.2.1

Expansion of scholarships available to students for international academic experiences

Year 1: meet with the Ramapo College Foundation to explore possible avenues to expand available scholarship resources

Year 2: Development promotional materials specific to funding sources/opportunities for study abroad

ACHIEVEMENT TARGET 1.2.2

Establish internationally focused Key Points of Engagement (KPEs) at each year of a student's academic career

Year 1: draft a plan for KPEs for each academic year in conjunction with the appropriate student engagement board

Year 2: begin implementation of KPEs at all four academic levels, including a Senior Symposium

Year 3: assess the KPEs in conjunction with sponsoring units and Student Engagement Boards; make necessary adjustments

OUTCOME 1.3: Enhance Opportunities for International Co-Curricular Activities

ACHIEVEMENT TARGET 1.3.1

Increase the number of undergraduate students participating in international co-curricular engagement programs by 10% annually

Year 1: Provost's office disseminates the guidance document on 'meaningful international experience' to the academic programs which helps to define what qualifies in this category; offer roundtable discussions

Year 2: Inventory all such activities & see who's involved; decide how to 'centralize' the initiatives

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ACHIEVEMENT TARGET 1.3.2

Each international co-curricular activity will have a country/culture-specific pre-departure and re-entry component

Year 1: inventory all such activities & see who's involved

Year 2: Implement

Year 3: assess compliance with mandatory pre-departure orientations; review evaluations

Year 4: continue to offer monthly pre-departure and re-entry programming

OUTCOME 1.4: Develop Regional Focus for Institutional Activities

ACHIEVEMENT TARGET 1.4.1

Create a list of regions on which to focus programming and curricular decisions for the next five years

ACHIEVEMENT TARGET 1.4.2

Task the International Education Committee with developing plans related to each year's region of focus

GOAL #2: INTERNATIONALIZE THE CURRICULUM

The internationalization of multidisciplinary curricula is quickly becoming a necessity in today's increasingly interdependent world. By providing faculty with the resources they need to internationalize their courses and students the diverse perspectives they need to be confident and competitive, the second Goal of the Strategic Plan for Comprehensive Internationalization puts Ramapo College on a path to a truly innovative international curriculum.

OUTCOME 2.1: Increase Engagement of International Issues in Coursework

ACHIEVEMENT TARGET 2.1.1

Create a list of resources, calendars and activities to encourage and assist the internationalization of curriculum

Year 1: Identify an individual/office that initiatives are sent to

Year 2: Develop a website and calendar

Year 3: Develop general supporting curricular activities

ACHIEVEMENT TARGET 2.1.2

Convening groups (disciplinary & interdisciplinary) will identify a list of diverse international, academic program options and map the major courses to allow students to create a personalized four-year plan that reflects their academic personal and professional goals

Year 1: complete this project with a minimum of one academic program per academic school

Year 2: complete this project with a minimum of one academic program per academic school

Year 3: complete this project with a minimum of one academic program per academic school

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Year 4: complete this project with a minimum of one academic program per academic school

ACHIEVEMENT TARGET 2.1.3

Provide a workshop for faculty every semester on how to add international elements to course syllabi

Year 1: brainstorm with faculty & the FRC the type of workshops of interest; research available texts

Year 2: pilot a FRC workshop on Internationalization of the Curriculum

Year 3: launch FRC workshops every semester on internationalization of the curriculum

Year 4: launch & assess

OUTCOME 2.2: Expand Opportunities for Diverse Perspectives on Course Themes

ACHIEVEMENT TARGET 2.2.1

Create an active visiting scholars program to offer diverse perspectives on curriculum delivery & content offerings

Year 1: inventory list of current academic series; design a visiting scholar's program to fill any international gaps present

Year 2: pilot the Visiting Scholar's Program in coordination with all other academic series

Year 3: launch the Visiting Scholar's Program

Year 4: assess program, revise and re-launch the Visiting Scholar's Program

ACHIEVEMENT TARGET 2.2.2

Collaborate with existing network of international partnerships to deliver innovative course offerings and lectures through the use of technology

Year 1: work with Prof. Bitz on various models; highlight the int'l network; develop presentation to faculty; ensure at minimum 3 classroom spaces available with capacity for use of these technological resources in courses

Year 2: pilot a number of course collaborations; assess student satisfaction and learning

Year 3: Launch & Assess

Year 4: Launch & Assess

OUTCOME 2.3: Assessment

ACHIEVEMENT TARGET 2.3.1

Self-study all institutional international education practices against the [Forum on Education Abroad Standards of Good Practices](#) and develop an action plan to meet Forum Standards by 2019

Year 1: complete a self-study of the Study Abroad Office (standards 1-3) & develop an action plan

Year 2: complete a self-study of the Study Abroad Office (standards 4-6) & develop an action plan

Year 3: complete a self-study of the Study Abroad Office (standards 7-9) & develop an action plan

Year 4: review action plans; identify outstanding items that require attention

ACHIEVEMENT TARGET 2.3.2

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Assess all faculty-led programs against the Forum on Education Abroad Standards of Good Practices by and develop an action plan to meet Forum Standards

Year 1: Discuss with relevant faculty for 1 program; complete a self-study & action plan

Year 2: Discuss with relevant faculty for 1 program; complete a self-study & action plan

Year 3: Discuss with relevant faculty for 1 program; complete a self-study & action plan

Year 4: Discuss with relevant faculty for 1 program; complete a self-study & action plan

ACHIEVEMENT TARGET 2.3.3

Create assessment strategies to measure effective international curriculum integration

Year 3: Identify best practices, successes and challenges; identify which academic programs have implemented and which haven't

Year 4: Develop additional support resources based on Year 3 findings

ACHIEVEMENT TARGET 2.3.4

Assess in what ways the general education curriculum is or is not impacting students' global competencies strengthening over their 4 years

Year 4: review data & extrapolate findings in conjunction with GECCo

GOAL #3: DEVELOP A DIVERSE GLOBAL COMMUNITY AT RAMAPO COLLEGE

Ramapo College is situated in an incredibly diverse area of the United States. The third Goal of the Strategic Plan for Comprehensive Internationalization aims to capitalize on this diversity by expanding our outreach and cooperation with not only the College community, but also the greater community in the metro-NYC area. Bringing together a diverse group of students, faculty and staff is a top priority enumerated in the Outcomes listed below.

OUTCOME 3.1: Develop Diverse International Residential Communities

ACHIEVEMENT TARGET 3.1.1

Launch a Global Student Residence and an International Living-Learning Community (ILLC)

Year 2: Develop an international LLC program

Year 3: launch the first-year ILLC

ACHIEVEMENT TARGET 3.1.2

Increase enrollment by at least 10% annually in the international communities

OUTCOME 3.2: Provide Opportunities and Recognition for Increased Global Engagement by Faculty and Staff

ACHIEVEMENT TARGET 3.2.1

Establish an International Faculty and Staff Association with the goal of providing a supportive network for international faculty and staff as well as enhancing student engagement in a global context

Year 1: in conjunction with Human resources, develop a steering committee

Year 2: begin recruitment & promotion of the IFSA; implement

Year 3: assess

ACHIEVEMENT TARGET 3.2.2

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Revise promotion & tenure guidelines to include recognition of a faculty member's engagement with comprehensive internationalization of Ramapo College

Year 1: discuss with faculty; review samples from other institutions; discuss with AFT

Year 2: Draft additions/revisions to P&T guidelines & present to faculty, Provost's Office, Employee Relations & AFT

Year 4: Assess impact

ACHIEVEMENT TARGET 3.2.3

Hold workshops once each semester to support faculty and staff applications to prestigious international fellowships

Year 1: Identify fellowship opportunities & research process to hold such workshops; draft calendar for following year

Year 2: launch fellowship workshops, coordinated by the Faculty Resource Center in conjunction with the appropriate sponsoring agency

ACHIEVEMENT TARGET 3.2.4

Establish a grant program to support faculty and staff initiatives in comprehensive internationalization including (but not limited to) international research collaborations, establishing new opportunities for students abroad, and overseas program site visits

Year 2: develop a grant program for faculty's internationalization initiatives

Year 3: launch the faculty/staff grant program for internationalization

Year 4: assess the program

OUTCOME 3.3: Increase Collaboration with New Jersey's Diverse Community Resources

ACHIEVEMENT TARGET 3.3.1

Establish monthly speaker series at a local community venue(s)

Year 1: investigate local community venues that would be interested

Year 2: pilot a calendar of speaker events; assess with participants, speakers & community partners

Year 3: launch an official speaker series in the community

ACHIEVEMENT TARGET 3.3.2

Establish globally-focused community-based programs on campus

Year 1: discuss ideas with Foundation, Friends of Ramapo & Enrollment Management (i.e. International Opportunity for Faculty, Staff & others, etc.)

Year 2: launch a marketing plan of program(s)

ACHIEVEMENT TARGET 3.3.3

Develop a plan for conducting outreach to the area's rich diverse communities to incorporate them into student programming and student preparation for international experiences

Year 1: inventory of community resources (work in SP15 for Latin America)

Year 2: develop outreach plan

Year 3: implement activities

Year 4: Assess

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OUTCOME 3.4: Increase International Student Enrollment

ACHIEVEMENT TARGET 3.4.1

Enroll 5% of the incoming class as international students by 2018

Year 1: Review and strengthen admissions-based communications; Develop a recruitment budget

Year 2: Integrate Ramapo study abroad students & alumni into the international recruitment process

ACHIEVEMENT TARGET 3.4.2

Develop a set of resources for faculty and staff traveling abroad that assists in recruiting international students

Year 1: Travel Registry launch; develop stock presentation & print materials

Year 2: support faculty/staff travelers for recruitment on-site events; organize remote webinars

ACHIEVEMENT TARGET 3.4.3

Develop an ESL program

Year 1: investigation of market, determine & justify the need & develop program models; determine who will be the managing unit

Year 2: continue investigation and development of plan; secure funding

Year 3: pilot an ESL program; assess

Year 4: launch ESL program

ACHIEVEMENT TARGET 3.4.4

Provide professional development training for Faculty & Staff on intercultural communication skills, in particular speaking to diverse, multicultural audiences

Year 1: meet with DAC & FRC to discuss needs and available resources

Year 2: launch professional development activities supporting internationalization and global competency development of faculty

Year 3: assess & expand offerings

ACHIEVEMENT TARGET 3.4.5

Develop a specific retention plan for international, degree-seeking students, to include specific strategies for this population as well as specific achievement targets.

Year 1: meet with the retention committee to discuss the need, gather/analyze statistics and review samples; create int'l student focus group

Year 2: Review retention rates for international students & adjust plan

Year 3: Review retention rates for international students & adjust plan

Year 4: Review retention rates for international students & adjust plan

GOAL #4: DEVELOP EFFECTIVE GLOBAL AND LOCAL COMMUNICATION SKILLS

Recognizing the growing importance of the ability to communicate seamlessly across cultural boundaries, the Strategic Plan for Comprehensive Internationalization aims to not only increase language fluency at Ramapo College, but also to expand language course offerings and opportunities for students to develop the intercultural communication skills that are so vital to today's increasingly globalized world.

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OUTCOME 4.1: Expand Foreign Language Programs at Ramapo College

ACHIEVEMENT TARGET 4.1.1

Increase 10% of students each year enrolled in language courses across all levels and courses of study

Year 1: meet with the General Education Task Force to discuss the role of languages in the general education requirements; develop promotional materials (web & print) for language learning; explore new strategies/ideas for internationalizing the disciplines with the use of language (i.e. bilingual degree programs)

ACHIEVEMENT TARGET 4.1.2

Increase the number of languages taught up to the Intermediate II level at Ramapo College by 50% over the next five years

Year 1: Meet with language faculty & Dean from SSHGS to discuss student interests, gaps and opportunities

ACHIEVEMENT TARGET 4.1.3

Increase thematically-focused language courses

ACHIEVEMENT TARGET 4.1.4

Establish a State-level certification program for interpreters

Year 1: investigation of market, determine & justify the need & develop program models; determine who will be the managing unit

Year 2: continue investigation and development of plan; secure funding

Year 3: pilot a program; assess

Year 4: launch program

ACHIEVEMENT TARGET 4.1.4

Develop short-term, intensive, for-credit language institutes for summer, winter and spring breaks

OUTCOME 4.2: Strengthen and Refine Intercultural Communication Skills

ACHIEVEMENT TARGET 4.2.1

Encourage, strengthen and support the languages offered at Ramapo by promoting language activities throughout the year (i.e. Language Week, Language Hours).

Year 1: meeting with student clubs & professors; develop draft calendar (utilize cinemateque); creation and support of additional language clubs

ACHIEVEMENT TARGET 4.2.2

Encourage the creation of course assignments to be completed in collaboration with students from international partner institutions

Year 1: RCIE to get the word out to international partners of the opportunity; develop sample assignments with the Director of the Instructional Design Center

Year 2: Pilot assignments

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OUTCOME 4.3: Prepare Students for the Global Workforce

ACHIEVEMENT TARGET 4.3.1

Increase the number of students participating in international internship opportunities by 10% annually

Year 1: get funding to print brochure; develop unique webpage

Year 2: connect with are local branches of international businesses/organizations

ACHIEVEMENT TARGET 4.3.2

Implement a re-entry workshop series of five two-hour sessions that help returned study abroad students and students completing international internships translate their experiences

Year 1: Develop calendar; Revised presentations; Develop promotional materials

GOAL #5: SUPPORT INTERNATIONAL TRAVEL OF STUDENTS, FACULTY AND STAFF

Ramapo College remains devoted to the safety and support of its members. While there will always be risks inherently associated with international travel, there are a number of mitigation strategies and support mechanisms available to minimize the risks to Ramapo students, faculty, and staff while abroad. This Goal aims to develop operational policies and procedures to strengthen institutional liability and individual leadership capacities.

OUTCOME 5.1: Develop Institutional Resources to Support International Travel

ACHIEVEMENT TARGET 5.1.1

Implement a comprehensive international travel policy and associated procedures

ACHIEVEMENT TARGET 5.1.2

Create an International Travel Registry to support student, faculty, and staff travel abroad

ACHIEVEMENT TARGET 5.1.3

Monitor destinations to assess risk and develop appropriate risk mitigation strategies

Year 3: Hire a dedicated international risk manager

OUTCOME 5.2: Provide Risk Mitigation Training and Support for International Travelers

ACHIEVEMENT TARGET 5.2.1

Provide country-specific pre-departure meetings for international travelers to review risks, mitigation strategies, and other relevant information

Year 1: Refreshments for meetings

ACHIEVEMENT TARGET 5.2.2

Create an online information clearinghouse to provide international travel information (i.e. insurance information, country statistics, reports, etc.)