

Strategic Planning Committee Minutes

July 14, 2021

The Strategic Planning Committee met on Wednesday, July 14th at 11:00 a.m. in the Athens State University Carter Gymnasium. Present were Ms. Pam Clark, Recorder; Dr. Joe Delap; Dr. Keith Ferguson; Ms. Jackie Gooch; Mr. Jeff Guenther; Dr. Diann Hammon; Ms. Laura Beth Horn; Dr. Jim Kerner; Ms. Belinda Krigel; Dr. Kim LaFevor; Mr. Chris Latham; Ms. Sarah McAbee; Mr. Mike McCoy; Mr. Jeff Powers; Mr. Derrek Smith; Dr. Jackie Smith; Dr. Stephen Spencer; Ms. Debra Vaughn; Dr. Lee Vartanian; Dr. Philip Way; Dr. Catherine Wehlburg; and Dr. Lionel Wright. Mr. Jamie Adams; Dr. Rick Barth; Mr. Ronnie Chronister; Ms. Phyllis Claxton; Ms. Laken Cleveland, SGA President; and Dr. Darlene Turner-White were absent.

Dr. Way called the meeting to order at 11:00 a.m. and welcomed everyone. He asked for a motion to approve the minutes. Dr. Vartanian made a motion and Ms. McAbee seconded the motion. The minutes were unanimously approved on a voice vote.

The focus of the meeting was to discuss strategies for enhancing globalization at Athens State University. Dr. Way turned the meeting over to Dr. Wehlburg and Dr. LaFevor. Dr. Wehlburg presented on why we should focus on globalization, who the stakeholders are, how the pandemic has impacted what we do, barriers that exist, and impactful partnerships. Dr. LaFevor presented on current globalization efforts that are ongoing including academic partnerships and creating MOUs. (See handout on Globalization.) Committee members were divided into five groups to discuss possible gaps, determine strategies for mitigation, and identify needed resources. Members were asked to vote for the most important strategy.

Group 1 Academic Programs – Gooch, Kerner, J. Smith and Vaughn

1. On Ground Sponsor (12 Votes)
Resources Needed – Dedicated ATSU person
2. Define Target Locations (7 Votes)
Resources Needed – Time
3. Identify and Develop Pages (web?) – (7 Votes)
Resources Needed – Time and staff
4. Change the Culture (3 votes)

Group 2 Assessment and Evaluation – Guenther, Horn, Spencer and Wright

1. Student Support (13 Votes)
Resources Needed – TOEFL score verification, train faculty and staff to interact with non-native speakers, and sufficient student housing in Athens/Decatur
2. Program Demand (7 Votes)
Resources Needed – EMSI/EAB data for non-US markets
3. Quality of Programs (4 Votes)
Resources Needed - SACS/ABET/CAEP
4. Targeted Programs (3 Votes)
Resources Needed – Research the needs in India/other locations

No Gap – MOUs have addressed at least some program demands.

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Group 3 Marketing – Hammon, Latham, McCoy and D. Smith

1. Develop cultural-appropriate marketing plan inclusive of a global market (23 Votes)
Resources Needed – Cultural consultant
2. International marketing, recruiting, social, etc. for landing pages (8 Votes)
Resources Needed – Personnel and funding
3. Identify and utilize available data for growth strategies (4 Votes)
Resources Needed – Authenticated data source

Group 4 Partnerships – Ferguson, McAbee and Powers

1. Realign/provide staffing for personalized interactions (23 Votes)
Resources Needed – Personnel, training, chatbot personalized to origin/location
2. Develop cultural awareness (12 Votes)

No Gap – Better tools for interaction (zoom, emails, text, phone)

Group 5 Student Experience – Delap, Krigel, Vartanian and Way

1. Housing (15 Votes)
Resources Needed – International house
2. Student Activities (12 Votes)
Resources Needed – Host families/sponsors, culturally relevant activities/Indian Student Union, networking
3. Food (7 Votes)
4. Transportation (6 Votes)
5. Collaborative International Learning Experiences (5 Votes)

No Gap – MOUs and Best Practices, Alumni, Fulbright, Indian State Support, AASCU and ACE, Senator Orr, QEP (with a vote), ACHE connections

Dr. LaFavor and Dr. Wehlburg thanked everyone for their feedback. The meeting adjourned at 12:05 p.m.

Respectfully submitted: Pamela D. Clark

Handout: Globalization



**ATHENS
STATE**
UNIVERSITY

Athens State University Strategic Planning Meeting

July 14, 2021



GLOBALIZATION



Planned Agenda



1. Overview: Globalization as a Priority (4 minutes)
2. Connecting ATSU Globalization Agenda with Horizon 2030 (2 minutes)
3. Review of Current Global Initiatives (4 minutes)
4. Small Group (5) Collaborations: (30 minutes)
 - a. Readiness Assessment/Gap Analysis-*Are we Ready? Where are the Gaps? What are They?*
 - b. Needs Assessment
 - Step 1: Where 'Gaps' Exist-*What Specific Actions are Needed to Effectively Mitigate or Effectively Execute our Identified Strategies? What Resources are Needed?*
 - Step 2: Where 'No Gaps' Exist-*Are we at "Good, Better, or Best" and what actions can we take to further improve and move proactively across this continuum? What Resources are Needed?*



Planned Agenda



5. Small Group-Round Robin Review/Share-out Centers- (3 minute Share-outs x 4 Stations= 12 minutes)

What are the Gap Ratings and Strategy Rationale?

6. Gap Prioritization Round: (8 minutes)

What are the Priorities?

Why Should We Focus on Globalization?

- International students can help to foster a more diverse campus environment
- International students can enrich the learning environment with new or different cultural perspectives
- Our world is changing quickly and many industries depend on information, knowledge, and communication in the global market
- There are positive impacts on tuition revenue with additional international students

Preliminary Reading: A Quick Summary

Jun 11, 2021, 06:00am EDT | 2,225 views

U.S. Universities Look For International Student Enrollment To Recover This Fall

FORD | MURRAY
CLIENT FOCUSED. RESULTS DRIVEN.



Michael T. Nietzel Senior Counsel
Education
I am a former university president in education.

4 Benefits of Bringing Foreign Students to Study at American Universities

By [Russell Ford](#)

In order to recruit foreign students, higher education institutions, private schools and public high schools must obtain certification through the U.S. Department of Homeland Security's Student and Exchange Visitor Program (SEVP) program. Once certified through SEVP, the institution must maintain compliance within the Student and Exchange Visitor Information System, which tracks the courses of study, enrollment, employment and compliance of every foreign student.



Recruiting Online International Students

[Our Team](#) [Immigration Practice Areas](#) [Features](#)



PROGRAMS & SERVICES

RESEARCH & INSIGHTS

COMPREHENSIVE INTERNATIONALIZATION FRAMEWORK

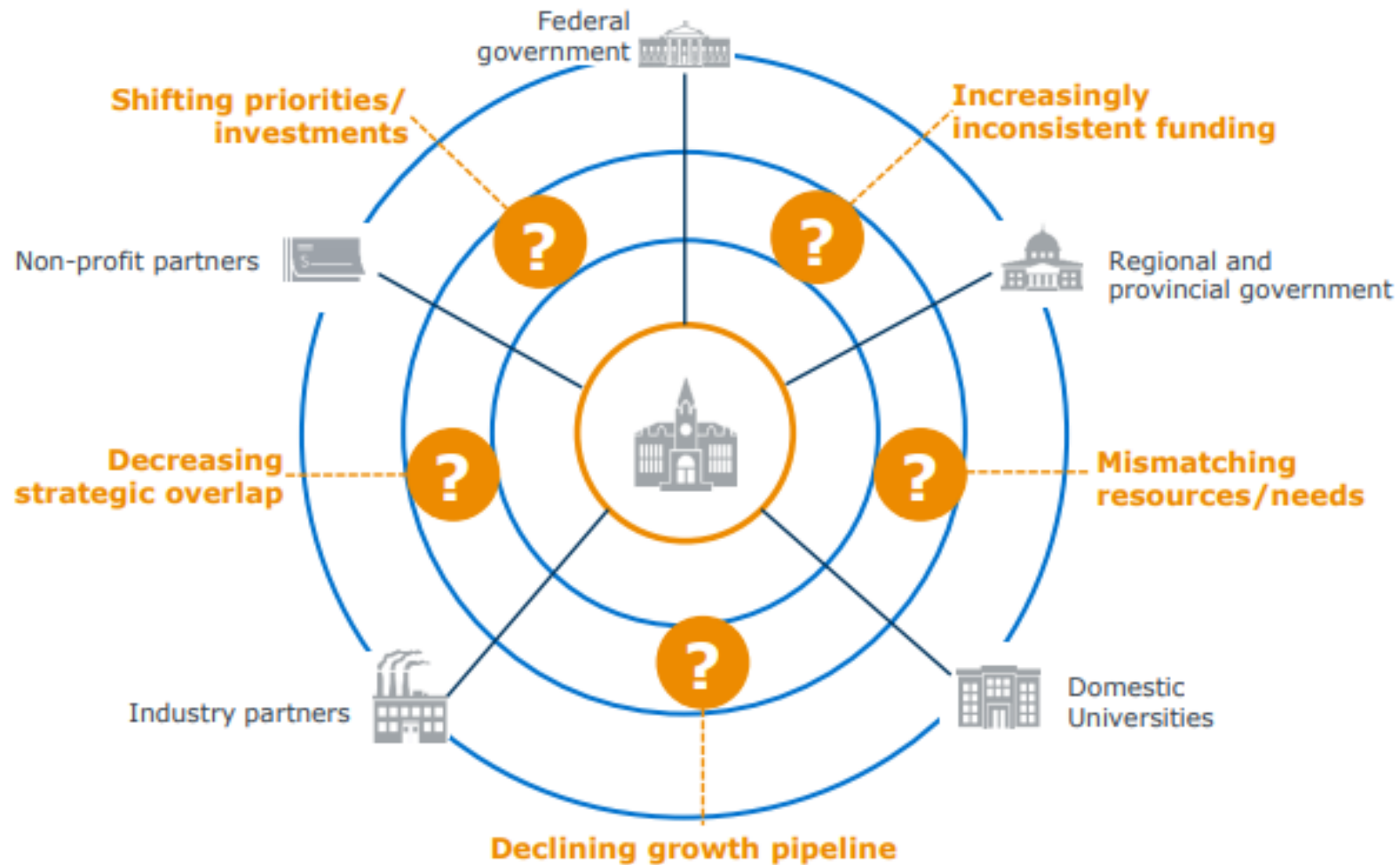
What is comprehensive internationalization?

ACE defines comprehensive internationalization as a strategic, coordinated framework that integrates policies and practices to make colleges and universities more globally oriented and internationally connected. In order to achieve just global engagement, the comprehensive internationalization model embraces an organizational growth model of internationalization as an ongoing process rather than a static goal. To that end, it recognizes that all constituents—students, faculty, and staff—are learners and central to the institution's equitable, intercultural and comprehensive internationalization is not an ancillary enterprise, but a means to advance an institution's distinctive service mission. In short, effective internationalization cannot happen in a few siloed offices, confined to certain departments for a limited number of students. Internationalization is a collaborative, integrated ethos, the meaning of which varies for each institution in the context of its unique mission and culture.

ACE Model for Comprehensive Internationalization



Pandemic Accelerated Disruption of Domestic Partnership Avenues



But -- Barriers Exist

- Recruiting international students
- Supporting international students on campus and in the community
- Differing educational systems and educational expectations
- Changing Visa requirements
- Institutional agreements to provide information back to the students' home country(ies)

Laying the Groundwork for Impactful Partnerships



Review Your Portfolio

- Which partnerships have had the largest beneficial impact
- Who at the institution owns partner relationship management
- Where are the gaps between existing partnerships and strategic/research priorities

Marshal Your Assets



- What services and resources does the university offer to partners
- What policy or procedural barriers inhibit access to these assets
- Is there external funding available to upgrade or expand usability of these assets



Hone Your Pitch

- What unique value does the university bring to a partnership
- How does the institution promote this value to prospective partners
- What value have past partnerships brought international partners

Measure Your Impact



- What metrics indicate a successful/impactful partnership
- How does the institution collect, share, and analyze these metrics
- What channels does the institution use to promote these metrics to external stakeholders



Horizon 2030 Goals: Alignment to Globalization

- **Programs will be relevant to the needs of employers and the interests of our diverse student body (Goal 1 – Subgoal 1.1)**
- **Growth implies offsetting the forthcoming demographic Cliff (Goal 3 – Subgoal 3.1)**
- **Diversity encompasses all indicators of difference (Goal 3 – Subgoal 3.4)**



Current Globalization Efforts

- ***University Steering Committee Formed as Advisory Council***
- **Four primary academic goals with international partnerships:**
 1. Interdisciplinary Learning/Experiences
 2. Interdisciplinary Research
 3. Internationalization
 4. Support of Growth Agenda





Academic Partnerships in India



Accredited by NAAC
With "A" Grade



73rd All India Rankings
(NIRF) 2019



NATIONAL INSTITUTIONAL
RANKING
FRAMEWORK
Four Star ★★★★★
KSURF 2019



Building Our Capacities-*Together*

CAPACITY BUILDING OPPORTUNITIES		
Faculty Exchange Co-Teach Courses (India/U.S.)	Faculty Research Match Faculty Research Interests Co-Authored Publications	Best Teaching Practices Forum Workshops Seminars
Faculty Mentoring Program Paired Shadowing	Advanced Student Exchange Study Abroad Advanced Student Programming	Student Research Paired Peer Mentors/Shadowing Joint Student Research Projects Joint Student Classroom Projects
Field Experiences Student Workforce Preparedness(India/U.S.)	Professional Acumen Development/ Industry Credentials Exchange Custom Badge Development	Student Cultural Immersion Program Learning Partners Workshops/Seminars
Career Program Pathways: 2 + 2's, Dual Degrees Career Accelerators: Strategic Graduate Programs of Study		



Current Globalization Efforts

Creation of MOUs:

- 3 + 2's, 3 + 1's (undergraduate/graduate, on campus, online)
- Third-Year Gap Curriculum (i.e. ESOL)
- Dual Degrees
- Human Capital-Shared Capacity Building



Customized Plan- *Proposed by DCTE*

- Pathway Program for DCTE Students (upon completion of 3-year course of study)
- Three Phases of Partnership
 - Phase 1: Lateral Entry into Bachelors Program at ATSU
 - Phase 2: Lateral Entry for DCTE Students Enrolled at Other Associate Programs with DCTE Partner Institutions
 - Phase 3: Dual Degree Options for DCTE Students



Two-Phase Program Implementation *(in Phase 1 of Partnership)*

Phase 1 Programs TBI

- M.S. Global Logistics and Supply Chain Management
- B.S. Advanced Manufacturing Management
- B.S. Logistics and Supply Chain Management
- B.A. in Drama & Theatre Arts (multiple programming options)
- B.S. in Cybersecurity & Forensics (multiple programming options)

Phase 2 Programs TBI

- M.S. Career and Technical Education
- Certificate in Instructional Design
- B.S. Health & Wellness Management (multiple program options)



Small Group Collaborations

1. Academic Programs
2. Assessment and Evaluation
3. Marketing
4. Partnerships
5. Student Experience



Small Group Collaborations



1. Small Group (5) Collaborations: (30 minutes)

- a. Readiness Assessment/Gap Analysis-*Are we Ready? Where are the Gaps? What are They?*
- b. Needs Assessment

Step 1: Where 'Gaps' Exist-*What Specific Actions are Needed to Effectively Mitigate or Effectively Execute our Identified Strategies? What Resources are Needed?*

Step 2: Where 'No Gaps' Exist-*Are we at "Good, Better, or Best" and what actions can we take to further improve and move proactively across this continuum? What Resources are Needed?*



Round Robin & Prioritization of Gaps



2. Small Group-Round Robin Review/Share-out Centers- (3 minute Share-outs x 4 Stations= 12 minutes)

What are the Gap Ratings and Strategy Rationale?

3. Gap Prioritization Round: (8 minutes)

What are the Priorities?



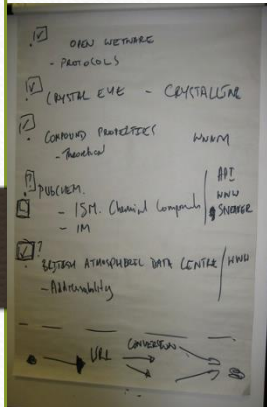
Are we Ready? Where are the Gaps?

Criteria	Yes	No
My institution currently has a strong on-ground presence (e.g., engaged alumni network, affiliated corporate partners, joint degree offerings) in at least one country.		
My institution has the capacity to offer prospective international students personalized interactions with support staff from either our institution or a contracted vendor.		
My institution offers programs that can be targeted to local needs across the world (e.g., livestock health management).		
My institution offers degrees that are unique from in-market competitor programs in our target locales.		
My institution can access international demand data and the perspectives of international partners to determine needs.		
My institution has the capability of developing customized landing pages for international visitors on our website.		
My institution can dedicate staff to international student recruitment, including the development of a bespoke international marketing strategy and the use of international social media platforms.		



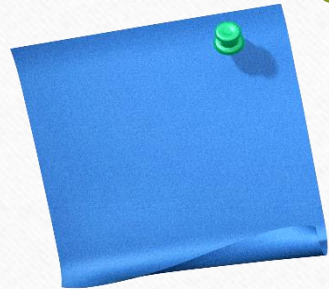


Strategies & Resources Needed



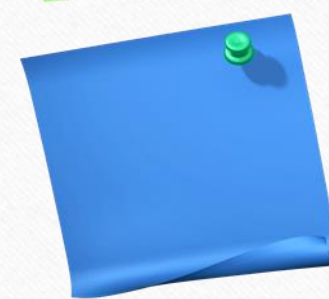
There is a Gap!!

- What Specific Actions/Strategies are Needed?
- What Resources are Needed?



No Existing Gap – We’re Good!

- Are we presently at Good, Better, or Best Practice? What actions would help us improve?
- What Resources are Needed?



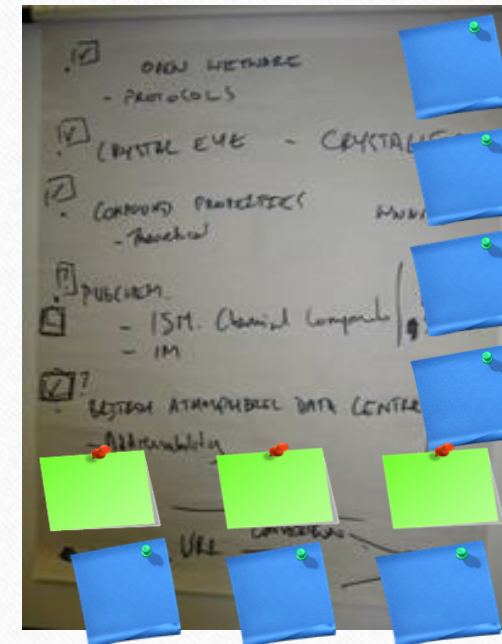


Small Group-Round Robin Review Share-out Centers

Identify Small Group Spokesperson



Post Small Group Chart(s)





Small Group-Round Robin Review Share-out Centers

What are the Gap Ratings and Strategy Rationale?

1. Three minute Share-outs at each Small Group Share-out Center (other than own group)
2. Rotate with Your Own Small Group Clockwise to Each Station
3. At each Small Group Share-out Station, Spokesperson will provide review of their team's Gap/No Gap ratings, needed resources and rationale by stating 1-2 key reasons



Group-Round Robin Review Share-out Center Rotation

Note: Begin in order of Next Listed Small Team



Small Group Collaborations

1. Academic Programs
2. Assessment and Evaluation
3. Marketing
4. Partnerships
5. Student Experience

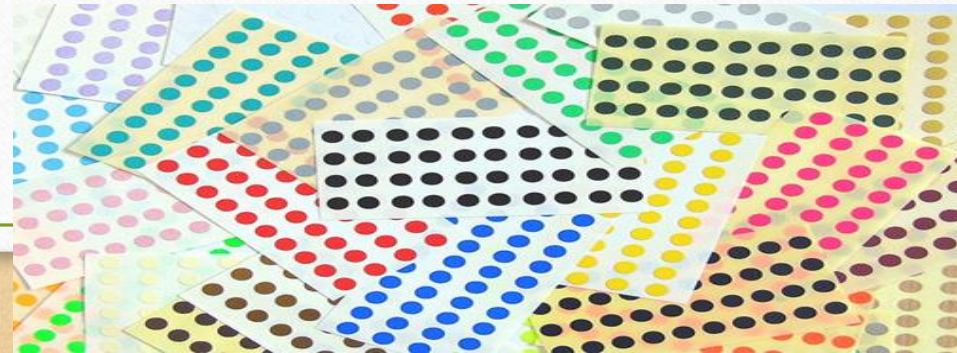
What are the Priorities? Gap or No Gap...





What are the Priorities? Gap or No Gap...

- Each individual will be provided 7 dots to vote for “Gap” or “No Gap” strategy that is deemed the greatest priority (i.e. low hanging fruit, urgent, etc.)
- Each provided sticker dot can be used to “vote” for an individual strategy
- Can use all, some, one or none for any given strategy, but limited to the 7 votes provided
- 8 minute round to final review and voting with allotted sticker dots





Small Group Share Out/Feedback

Meetings Minutes/Summary to be Provided





Thank You!



Your Feedback Helps Us
Achieve....

