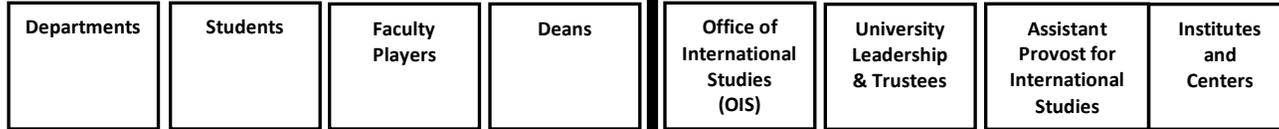


Key Stakeholders



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)

Strategic Approaches

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

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

Strategic Drivers

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