The strategic plan for comprehensive internationalization is the product of an inclusive, collaborative process involving the entire campus community.
Greetings:

I am pleased to present Global 2020, a comprehensive plan for internationalization at the University of Minnesota Duluth. This document represents 18 months of work by the Internationalization Leadership Team, which led a systematic review of current activities, sought input from students, faculty, staff, and administrators across campus, and developed a plan for moving UMD toward a new vision of comprehensive internationalization.

Global 2020 fits well within the framework of UMD's 2011 Strategic Plan by accomplishing one of the plan's action steps and contributing to our mission of preparing students to thrive as lifelong learners and globally engaged citizens. The international mission and vision statements and six international goals articulate well with the Strategic Plan.

Global 2020 also reinforces the integrated nature of learning at UMD as it seeks to incorporate international, intercultural, and global dimensions into our engagement with worldwide communities.

I support the Global 2020’s assertion that UMD is uniquely positioned to emerge as a more international campus, and I look forward to examining strategies for achieving the plan’s goals. We will face resource challenges as we move this plan forward. However, I am confident that by working collaboratively with members of the UMD community and beyond we will find ways to take significant steps to ensure our students receive a well-integrated, global education.

Sincerely,

Lendley C. Black

Chancellor
A SYSTEMATIC PLANNING PROCESS

This internationalization plan represents 18 months of work by the Internationalization Leadership Team (ILT) that included a systematic review of current activities. That internationalization review included examination of existing information; personal visits to each academic department on campus; and surveys and focus groups of students, staff, faculty, and administrators.

The review served as a foundation for developing a plan for moving forward with comprehensive internationalization at UMD. Eight working groups developed visions, goals, and action steps for critical areas of internationalization, and the ILT synthesized this information to develop this campus plan. Opportunities for all-campus participation included three campus forums and invitations to comment online to elements of the plan as they were developed.

The comprehensive plan includes the following elements related to internationalization:

- **UMD’s Global Mission Statement** defines our purpose for being, succinctly stating why the institution exists related to internationalization.

- **UMD’s Global Vision Statement** describes our ideal future and the institution’s aspirations related to internationalization. It guides institutional decision-making and priority setting. The year 2020 serves as our target for achieving this new vision.

- **UMD’s Internationalization Campus Goals** define the six major initiatives leading to the realization of our new vision. These goals align with the UMD campus goals and focus on the primary programs and activities for moving us forward within the next three to five years.

- **UMD’s Global Engagement Student Learning Outcomes** describes the knowledge, skills and attitudes we are seeking for UMD student graduates.

- **UMD’s Internationalization Campus Action Plan** delineates specific concrete steps for achieving the six goals. Some are short-term, to be completed within a year or two, while others are longer-term, intended to be accomplished over a period of several years.
INTRODUCING A NEW VISION OF INTERNATIONALIZATION AND GLOBAL ENGAGEMENT

During the internationalization review conducted during the 2012-13 academic year, numerous isolated strengths related to international activities were identified. Among other strengths, all undergraduate students take a course with a global perspective as part of their Liberal Education Program; faculty conduct research on all seven continents; and student exchanges are active and enriching. However, despite these and other “pockets of excellence,” little focus and coordination of international activities was apparent on the UMD campus.

This new vision of comprehensive internationalization at UMD synthesizes key concepts related to our emerging place in the world. The ILT recognized in its first meetings that internationalization needed to be a broad concept, and incorporated intercultural dimensions into its working definition of internationalization. Throughout its discussions, the ILT recognized the close relationship between the concepts of “internationalization” and “global engagement,” and used these terms somewhat interchangeably. In moving forward, UMD, along with other campuses across the country, will work to integrate international, intercultural, and global dimensions into our engagement with worldwide communities. Some of the working definitions of key concepts appear on the following pages.

The UMD Global 2020 plan was developed to closely align with the current UMD strategic plan, beginning by implicitly adopting the core campus values. The internationalization mission and vision statements relate directly to the UMD campus versions, but focus on those aspects of campus life that are global in nature. The six internationalization goals correspond one-to-one with the UMD campus goals, with the first goals of each focusing on undergraduate education, the second goals focusing on an inclusive campus environment, etc. The action steps in the current plan focus exclusively on achieving internationalization goals, but completing these steps will often help realize the UMD campus plan simultaneously.

UMD is uniquely positioned to emerge as a more internationalized campus that is globally engaged and promotes intercultural understanding and cooperation. By coordinating existing efforts and implementing carefully selected new initiatives, this campus can increasingly integrate learning experiences that prepare students as globally competent citizens, engage in internationally-recognized research and creative activities that focus on worldwide issues, and provide global public service that enriches our student, faculty, and staff and addresses global challenges.
KEY DEFINITIONS RELATED TO INTERNATIONALIZATION

**Internationalization** is the process of integrating international and intercultural dimensions into the teaching and learning, research, and global engagement functions of the UMD community. [definition adopted by the UMD Internationalization Leadership Team in September, 2012]

**International**: existing, occurring, or carried on between two or more nations [free online dictionary]

**Global**: of, relating to, or involving the entire earth; worldwide [free online dictionary]

**Intercultural**: Of, relating to, involving, or representing different cultures [free online dictionary]

**Universal**: of, affecting, or done by all people or things in the world or in a particular group; applicable to all cases [free online dictionary]

**Globally competent** University of Minnesota students, staff, and faculty will demonstrate the knowledge, skills, and perspectives necessary to understand the world and work effectively to improve it. [from the Global Program and Strategy Alliance website: http://global.umn.edu/icc/index.html]

“Building intercultural competence involves increasing cultural self-awareness; deepening understanding of the experiences, values, perceptions, and behaviors of people from diverse cultural communities; and expanding the capability to shift cultural perspective and adapt behavior to bridge across cultural differences” [Hammer, 2012, p.116].

**Global engagement**, as conceptualized by SAGE, is expressed civic commitments in domestic and international arenas; knowledge production of print, art, online, and digital media; philanthropy in terms of volunteer time and monetary donations; social entrepreneurship, or organizations whose purpose and/or profits are to benefit the community, and the practice of voluntary simplicity in one’s lifestyle. [SAGE is Study Abroad for Global Engagement, a program of the College of Education and Human Development at the University of Minnesota; http://www.cehd.umn.edu/OLPD/SAGE/]
GLOBAL ENGAGEMENT MISSION AND VISION STATEMENTS

UMD Global Engagement Mission Statement

The University of Minnesota Duluth integrates curricular, co-curricular, and living learning opportunities to prepare students as globally competent citizens; engages in research and creative activities that address worldwide issues; and creates mutually beneficial connections with global communities.

UMD Global Engagement Vision Statement

The University of Minnesota Duluth strives to be a globally engaged university. UMD prepares interculturally and globally competent graduates, generates internationally recognized research and creative activities that address significant global issues, and fosters public engagement that connects us with the world.

In pursuing this vision, we will:

- educate students to have the knowledge, skills and attitudes to become globally and interculturally competent citizens.
- create a campus that supports and values global and intercultural perspectives and that fosters social justice.
- be a center of excellence for graduate programs that enhance the global and intercultural perspectives of students, faculty, and staff and meet critical universal needs.
- establish research, scholarship, and creative activities worldwide.
- contribute to meeting the educational, economic, and cultural needs of indigenous peoples globally.
- connect locally and globally through strategic partnerships with other universities, community-based opportunities, and public service.
GLOBAL ENGAGEMENT GOALS

The University of Minnesota Duluth's goals for internationalization closely align with campus goals identified in the 2011 Strategic Plan. These campus goals address 1) undergraduate education, 2) inclusive campus climate, 3) graduate education, 4) research and creative activities, 5) ties with the community, and 6) sustainable infrastructure and resources.

The corresponding six goals for internationalization appear below:

**Goal 1**
UMD will support and increase participation in diverse, global, and intercultural curricular and co-curricular learning opportunities that prepare students to be globally competent citizens.

**Goal 2**
UMD will build an inclusive, welcoming and interactive campus by advancing international and intercultural perspectives in all aspects of campus life.

**Goal 3**
UMD will enhance graduate education to more fully integrate international and intercultural experiences.

**Goal 4**
UMD will expand internationally focused research, scholarship, and creative activities.

**Goal 5**
UMD will collaborate with the surrounding community to engage globally through strategic partnerships, student exchanges, research and creative activities, community-based learning, and public service.

**Goal 6**
UMD will create an organizational structure and provide sufficient human, financial and technological resources to support internationalization of the campus.
GLOBAL ENGAGEMENT STUDENT LEARNING OUTCOMES

Knowledge
A globally engaged student graduating from UMD will be able to:

1. exhibit knowledge of current global issues, processes, trends, and systems.
2. compare and contrast academic perspectives on global issues, processes, trends, and systems.
3. interpret interconnections among global issues, processes, trends, and systems.
4. explain one’s culture in global and comparative context, recognizing that this culture is one of many diverse cultures and that alternate perceptions and behaviors may be based in cultural differences.
5. demonstrate self-knowledge about global circumstances.

Skills
A globally engaged student graduating from UMD will be able to:

1. obtain, analyze, and evaluate information relevant to the knowledge identified above.
2. apply knowledge, diverse cultural frames of reference, and alternate perspectives to think critically and solve problems.
3. communicate effectively across cultures in written and verbal form in one’s native language and in a language of another culture.
4. take action to effect change, both individually and with a team.
5. demonstrate coping and resiliency skills in unfamiliar and challenging situations.

Attitudes
A globally engaged student graduating from UMD will be predisposed to:

1. understand cultural differences and acknowledge cultural ambiguity.
2. display curiosity and openness toward new opportunities, ideas, and ways of thinking.
3. reflect on one’s place in the world and connection with humanity.
4. engage in an ethical analysis of issues and have empathy for one’s fellow human beings.
5. contribute to the local, national and global communities in which they live.
Global Engagement Goals and Action Steps

Goal 1. UMD will support and increase participation in diverse, global, and intercultural curricular and co-curricular learning opportunities to prepare students to be globally engaged citizens.

Action steps to achieve this goal:

1. Develop a plan to achieve and measure the UMD Global Engagement Student Learning Outcomes.

2. Expand international experiences by offering a range of diverse educational experiences in communities around the world and provide resources critical to making global education feasible for every student.

3. Develop innovative means in education abroad activities to promote student development by offering pre-departure pedagogical programming and emphasizing post-experience synthesis/reflection.

4. Explore mechanisms for providing class credit for engaging in relevant co-curricular learning activities. (e.g., passport programs that document student engagement)

5. Create a “Student Ambassador” program where students (e.g., international students and students returning from study abroad) are trained to speak to classes and groups on campus about various topics relating to multiculturalism and internationalism.

6. Expand access to experiences (e.g., courses) that build personal relationships through sustained interactions with a diverse group of students.

7. Ensure that all undergraduate students can communicate effectively across cultures in one’s native language and in a language of another culture.
**Goal 2.** UMD will build an inclusive, welcoming and interactive campus by advancing international and intercultural perspectives in all aspects of campus life.

*Action steps to achieve this goal:*

1. Enhance orientation programs and ongoing personal and professional development opportunities that promote cultural and intercultural competence for all members of the UMD community.

2. Expand and diversify the international student, faculty and staff population at UMD.

3. Create an integrated admissions, housing, dining, and support system for international students.

4. Integrate diverse perspectives and developmentally appropriate learning experiences into first year experience (e.g., international/diversity themed reader) and liberal education courses.

5. Conduct intercultural assessments on samples of students, staff and faculty to measure success and revise programming related to this goal.
Goal 3. UMD will enhance graduate education to more fully integrate international and intercultural experiences.

Action steps to achieve this goal:

1. Conduct a review of international content in each graduate program at UMD and identify gaps where additional international content is needed.

2. Develop a plan to increase and diversify international students in graduate programs.

3. Facilitate the visit of at least one international scholar to visit UMD each semester with an emphasis on cross-cultural research/creative activity topics of interest to the widest range of faculty and students.

4. Develop a “Graduate Commons” area where international students can interact among themselves and with domestic students in a supportive environment.
Goal 4. UMD will expand internationally focused research, scholarship, and creative activities.

Action steps to achieve this goal:

1. Develop mechanisms to recognize and encourage internationally focused research, scholarship, and creative activity (e.g., informational campaign to highlight international research and creative activity; establish an award for international research, scholarship, or creative activity).

2. Coordinate and structure existing offices to create a central location for support and resource information related to internationally focused research, scholarship, and creative activity.

3. Provide logistical support for international research, possibly including internal funding to support the exchange of scholars, ease of access to information about external funding opportunities, well-documented and easily accessible information about the logistics and procedures of international exchanges.
Goal 5. UMD, in collaboration with the surrounding community, will engage globally through strategic partnerships, exchange of students, research and creative activities, community-based learning, and public service.

Action steps to achieve this goal:

1. Collaborate with community members, groups, and organizations to create and promote global engagement events and activities.

2. Review current international partnerships to identify and enhance those that are mutually beneficial and have the potential to promote UMD’s mission and vision for global engagement.

3. Engage with indigenous peoples, communities, and programs worldwide to cooperate in meeting the needs of American Indians and other indigenous groups.

4. Selectively develop new international partnerships that maximize the potential to promote UMD’s mission and vision for global engagement.
Goal 6. UMD will create an organizational structure and provide sufficient human, financial and technological resources to support internationalization of the campus.

Action steps to achieve this goal:

1. Create an organizational structure that will promote UMD’s mission and vision for global engagement.

2. Develop systematic mechanisms to welcome and to provide logistical and ongoing support for international students, faculty, scholars, and guests.

3. Create a “Global UMD” website that informs the campus and broader community of the activities and opportunities related to global engagement at UMD (e.g., one stop site to announce international learning and research activities).

4. Develop a plan to systematically enhance the knowledge, skills, and attitudes of faculty, staff, and administrators to enable them to promote global engagement on campus.

5. Allocate campus monies and create a development plan to fund activities critical to achieving global engagement mission, vision, and campus goals (e.g., study abroad and international student scholarships, research/creative activities, international scholars).