1: CURRENT PROJECT STATUS SUMMARY

The Internationalization of the Missouri Western Student Population AQIP Action Project began on 9/1/2012 and is projected and anticipated to end on 8/31/2015. Missouri Western selects AQIP Action Projects based on the highest strategic needs of the institution. This AQIP Action Project is directly linked to the Missouri Western Strategic Plan Goal 2 - Preparing Graduates for Careers, Graduate Studies and Life Opportunities Action Item 1 - Increase the number of international students attending Missouri Western as well as faculty and student international exchanges. The overall results of this strategic initiative are also discussed in the Missouri Western State University AQIP Systems Portfolio - Category 8 - Planning Continuous Improvement. The Missouri Western AQIP Systems Portfolio is being submitted on November 1, 2014.

Missouri Western State University is currently completing year two of the Internationalization of the Missouri Western Student Population AQIP Action Project with progress on all goal areas. The project focuses on three goals to increase and effectively support international and exchange students. Missouri Western plans to continue its focus on support international and exchange students when the AQIP Action Project is “retired” in 2015.

R: Missouri Western State University is to be commended for understanding the global culture of the future and recognizing their role preparing MWS students to meet that challenge. The importance of this is supported by the College Strategic Plan – Goal 2 – Preparing Graduates for Career, Graduate Studies and Life Opportunities which reflects AQIP Categories 1 – Helping Students Learn; 2- Meeting Students and Other Key Stakeholder Needs; and 4- Planning and Leading. This project also supports the HLC Criteria 3 & 4– Teaching and Learning and Principles of High Performing Organizations (Promoting Collaboration; Agility and Responsiveness to Change and Foresight to Plan Proactively). This is a three year project and although this review is for the second year, it was important to review all the information to get an accurate idea of progress. It is difficult with any multi-year project to keep interest and enthusiasm fresh. One of the ways to do accomplish that is to break the project into smaller pieces and celebrate successes and tackle challenges of each piece.

2: ORIGINAL PROJECT GOALS AND DELIVERABLES
**A:** There are three goals within the Internationalization of the Missouri Western Student Population AQIP Action Project including:

- **Goal 1:** Increase the number of international and exchange students;
  - Metrics/Measures: Track the number of international and exchange students and which countries they are from
- **Goal 2:** Increase student interactions with students from other countries
  - Metrics/Measures: Track number of campus and community events; track attendance of international and domestic students at international events
- **Goal 3:** Strengthen Missouri Western policies/practices to respect and represent diverse cultures.
  - Metrics/Measures: Compare policies and procedures of like institutions

**R:** The institution has identified three goals for the project. These goals are specific and measurable. But the review of the project for year two was challenging because it did not appear that the project goal objectives for each of the three years (Year 1, 2, 3) were distinct and identified. The three goals for the project were identified, but no beginning benchmarks were identified and no target goals for each year were approximated. Without these items it is difficult to determine if the project goals were reached. It was also difficult to determine how the original measures and indicators used for this project (listed in year 1) related to the three goals listed in the current update. An idea may be to create a table as shown below – to help clarify this.

<table>
<thead>
<tr>
<th>Goals:</th>
<th>Outcome Indicators</th>
<th>Benchmark</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1:</strong> Increase the number of international and exchange students.</td>
<td>Increased number of international students attending Missouri Western</td>
<td># of international students now attending MWSU</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
</tr>
<tr>
<td></td>
<td>Increased number of Missouri Western students participating in both long-term and short-term study abroad experiences</td>
<td># of students – short/long term study abroad</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
</tr>
<tr>
<td></td>
<td>Increased numbers of formal partnerships developed with international institutions</td>
<td># of students – short/long term study abroad</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
</tr>
<tr>
<td><strong>Goal 2:</strong> Increase increased visibility of international students in the St. Joseph How to measure this? (beginning survey)?</td>
<td></td>
<td>How to measure this? (beginning survey)?</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
<td>+percentage or specific number (?)</td>
</tr>
</tbody>
</table>
student interactions with students from other countries  

Increased opportunities for Missouri Western Student to interact with international students both academically and socially

How to measure this? (beginning survey)?

+percentage or specific number (?)

+percentage or specific number (?)

+percentage or specific number (?)

Goal 3:
Strengthen Missouri Western policies/practices to respect and represent diverse cultures.

Increased opportunities for students who return from Study Abroad to share their experiences with those at Missouri Western (faculty/staff/students) as well as in the regional community.

How to benchmark? Identify the current opportunities for sharing experiences (over the last year)?

+percentage or specific number (?)

+percentage or specific number (?)

+percentage or specific number (?)

3: ACCOMPLISHMENTS OVER THE PAST YEAR

A: Goal 1 - Increase the number of international and exchange students.

During Year 2 of this AQIP Action Project, Missouri Western initiated exchange agreements with Jiaxing University in China, and proposals are in process with Telcom in Saint-Etienne, France, and University of Costa Rica. Missouri Western is in the second year of its agreement with Xi’dian University in China. Like last year, Missouri Western hosted an exchange professor to teach Chinese, and a Missouri Western faculty member spent a year in China teaching English. Arrangements have been completed for a Missouri Western faculty member to teach at Xi’dian for the 2014-2015 school year, and for a Xi’dian faculty member to teach at Missouri Western. In Year 2, we hosted the first Short Term Research Scholar from Xi’dian University. The scholar conducted research for six months in the Missouri Western Engineering Technology Department.

In Spring 2014, Missouri Western was approved to host exchange students from Brazil through the Brazil Scientific Mobility Program (BSMP). Eight students arrived in March 2014 and began courses in the Intensive English Program. In Fall 2014, these eight students will begin courses in the science, computer science, engineering technology, or mathematics fields. They will study here for one academic year. In June 2014, another 18 exchange students from Brazil began courses in the Intensive English Program. These 18 students will also begin courses in the science, technology, engineering, or math fields for the 2014-2015 school year. The 18 summer students will be counted in the Fall 2014 international student numbers. Another six Brazilian students will arrive in August 2014, for a total of 32 students for the 2014-2015 academic year.

Some recruiting trips were also conducted this year through the Admissions office. The first trip to Asia in Fall 2013 included stops in Singapore, Indonesia, Malaysia, Thailand,
Vietnam, and China. The Admissions Coordinator met with high school students graduating in 2015. Missouri Western is anticipating one student from Malaysia for fall 2014. The Admissions Coordinator attended the Institute for International Education Conference and learned about the Brazil Scientific Mobility Program previously mentioned. At the Washington International Educators Conference, the Admissions Coordinator had the opportunity to meet with embassy personnel about government sponsored programs and make connection for Missouri Western. She visited with embassy staff from Oman, Indonesia, Malaysia, Brazil, Kuwait, and Saudi Arabia. Finally, the Admissions Coordinator attended the NAFSA International Educators National Conference and met with potential university partners and networked with international recruiters from other universities. Missouri Western faculty also support international recruiting efforts. A professor from the Department of Communication Studies visited several universities in China and facilitated an exchange agreement between Jiaxing University and Missouri Western. The first two international students from Jiaxing University will attend Missouri Western in Fall 2014. A professor from the Department of Engineering Technology also visited several universities in China in Summer 2014. He is in preliminary discussions with these universities regarding potential partnerships.

Beyond formal exchange agreements, there were 92 students and J scholars on campus and two Fulbright scholars. Most international students were from Saudi Arabia (29), China (15), Brazil (8), and South Korea (6). The remaining international students were from a wide variety of countries. Missouri Western’s short term goal was to reach 100 international and exchange students. The University came close (92) to reaching that number in Spring 2014.

**Goal 2: Increase student interactions with students from other countries and cultures**

International Student Services (ISS) increases student interactions through its educational, cultural, and social events. Through these programs, domestic students and international students have the opportunity to interact and learn from each other. The number and size of programs has continued to grow. ISS’s goal for the year was to increase program attendance by 10% for existing programs and create at least three new programs. ISS met both of these goals as outlined below.

In addition to hosting mixers, cultural programs, workshops, etc., the office encourages international students and scholars to engage in activities across campus. Below are some program highlights from Academic Year 2013-2014:

- The international students waved the flag of their country in the Homecoming parade in October 2013. The students came dressed in ethnic clothing to walk with the International Student Club decorated car.
- The biggest event was the International Fair held in Blum Union in November 2013. Students and scholars set up country booths where they shared information about their country’s culture, customs, and clothing, and they offered food tastings. Attendees were able to pick up a “passport book” and as they visited each country booth, they got their “passport” stamped. Once they visited all of the countries, they won an international themed prize. There was record attendance with nearly 400
faculty, staff, international and domestic students, and community members attending the event, compared to 150 in 2012-2013.

• The international students shared their love for soccer with the rest of the campus by collaborating with Recreation Services to conduct the One World Soccer tournament in March 2014. Over 115 students, both domestic and international, competed for first place, compared to 90 students the year before.

• The President’s Office, Recreation Services, and International Student Services collaborated to plan the First Annual Krikor Partamian Ping Pong tournament in March 2014. International and domestic students and community members competed to play Dr. Partamian in the final round. The event raised $4,000 for International Student Services.

• The International Graduation and Awards Banquet took place in April 2014. Graduating international students and exchange students completing their programs were recognized, and for the first time, awards were given out to faculty, staff, students, and community members who have impacted the MWSU international student community. More than 100 faculty, staff, students, and community members attended the banquet. After the banquet, the first World Party began, which was open to students across campus. Students enjoyed international appetizers, a green screen photo booth to take pictures around the world, and a DJ playing world music. More than 100 students attended the World Party.

• The International Student Services Director was part of a community committee planning St. Joseph Missouri’s first cultural festival in May 2014. Members from the St. Joseph community and local high schools, as well as international students from MWSU performed throughout the afternoon. International students had the opportunity to showcase their talents outside of a university setting and meet people from the community. Members of the St. Joseph community learned about the different cultures represented at the festival.

• For the first time, International Student Services had a float near the front of the Apple Blossom parade, a local community parade and festival held each May. International students carried flags and walked with a float that said “International Griffons”. The parade was another opportunity for international students to know people in the local community.

• International Student Services continued its International Lecture Series. Each month during the academic year, international students present about their home country, and the day before the presentation, a food tasting with recipes provided by the student are cooked by Campus Dining and served in the Dining Hall. This year, International Student Services also provided an appetizer and dessert tasting during the lecture. We had record attendance at our lectures this year, averaging 60 attendees. Ecuador, China, Kuwait, Mexico, and Venezuela were featured.

• International students were also encouraged to get involved in campus and community activities outside of events planned by International Student Services. This year, international students attended a community Diwali celebration and learned native Indian dances, performed the
November pole dance in Lights and Tights, and met with state legislators and other international students from across Missouri at International Education Day at the Missouri State Capitol, etc. The students also went to a special reception at the University President’s home in November 2013. MWSU’s President invites international students to his home every fall and gets to know them on a personal level.

Goal 3 - Strengthen Missouri Western policies/practices to respect and represent diverse cultures
International Student Services has a revamped webpage with resources for students, as well as for faculty and staff who work with international students. For example, the website has a handout for academic advisors which explains the visa requirements for international students concerning credit hours, online courses, and internships off campus. This handout is also included in the Advising Handbook distributed to academic advisors each year. ISS plans to continue to increase the resources available to the campus. The ISS Director also speaks to groups on campus regarding international students. Most recently, the ISS Director spoke at a meeting comprised of the Graduate Dean and Chairs. The ISS Director also serves on committees such as the Diversity Committee and the Employment Steering Committee to help ensure that international students are integrated into the campus community and that departments across campus are comfortable working with students from other countries.

In Year 2, the International Student Services Director visited a regional university to learn about the structure of their admissions, student services, and study abroad offices. The Director also attended state, regional, and national international educator conferences and events such as the regional and national NAFSA conferences, and the Missouri International Educators Meeting. The Director attended workshops and networked with other universities to find out their international policies and procedures, campus application of immigration regulations, office structure, etc.

R: The narrative explaining the progress of each goal was very interesting and it is apparent that the institution is working hard, but at times to the reviewer the narrative was very confusing and disjointed. For example, Goal 1 – from in information described, a total of 32 students will study at Missouri Western State for the 2014-2015 academic year, but later in the narrative the writer indicated (92) which was close to reaching (100) which appeared to be the MWS goal. There have been many recruiting efforts and several administrators have attended conferences, universities and embassies, but had these efforts increased from the previous year? Where they successful?

Goal 2: The narrative of each of the activities was very well done and very interesting. The institution is to be commended for its cultural awareness and student interaction activities. The institution’s goal was to increase program attendance by 10% and create three new programs. These goals were indicated to be met.

Goal 3: The revamped webpage that involves students, faculty and staff was a great idea and a good tool for recruitment and cultural awareness. Visiting other universities to learn
about best practices, along with additional conferences, workshops and meetings will definitely help strengthen cultural policies and practices.

Overall the university has accomplished a lot of activities. The overall organization of the program does not seem to be developed. At times, it appeared that everyone was doing everything and no one was keeping track of whether all these activities were helping the university reach its goals.

4: INSTITUTIONAL INVOLVEMENT

A: Currently, the Office of Admissions is primarily responsible for recruiting future international students both domestically and through trips abroad, while International Student Services focuses on retention of current students. We have also had professors from the Department of Engineering Technology and the Department of Communications Studies to build relationships with universities in China. This year an International Strategic Enrollment Management committee was formed to discuss recruitment and retention efforts, as well as the strategy for exchange agreements and partnerships. The committee is comprised of representatives from Admissions, the Intensive English Program, Study Abroad, International Student Services, Student Affairs, and the Academic Deans. To assure an international student-friendly campus, International Student Services worked with Residential Life (housing), the Registrar’s office, Financial Aid, the Business Office, Esry Health Center, and Student Success Center to assure easy access to and smooth delivery of services, from international student orientation to graduation. International Student Services collaborated with Recreation Services, the Department of English and Modern Languages, the President’s Office, Campus Dining, Residence Halls Association, and the Intensive English Program to hold several events and activities. For example, the International Student Club collaborated with the Residence Halls Association to host mixers on campus for the new international students to get to know other international students and domestic students on campus.

R: The university has taken a very decisive and positive step forward with the formation of an International Strategic Enrollment Management committee to discuss strategies for recruitment, retention, exchange agreements and partnerships. With a project of this magnitude, it is imperative to have a governing group to oversee activities, so all work toward the completion of project goals. This committee will ensure an international student-friendly campus, ensure completion of project strategies and avoid duplication of effort.

5: EFFECTIVE PRACTICES

A: In Year 1 of planning for this AQIP Action Project, International Student Services identified a need to create policies and procedures for campus internationalization. International Student Service began drafting procedures for international student coursework, immigration requirements, etc. In Year 2, International Student Services continued creating documents. This information is all listed on the
International Student Services webpage. The website provides resources for prospective students, admitted students, current students, on campus employment supervisors, and faculty and staff. The website also contains a link to the Admissions link for international students. The webpage is continually updated.

While working on the website resources for students, International Student Services discovered a need for resources for faculty and staff as well. As a result, the International Student Services website contains a list of resources for faculty and staff in working with international students. Resources will be continuously added to this webpage.

Missouri Western also created an International Strategic Enrollment Management Committee. The committee has begun a handbook for campus departments with procedures for working with international students. The committee also discusses recruitment strategies, and tracks the status of current exchange agreements, etc. This committee is vital in supporting and monitoring campus internationalization initiatives.

R: The University has put many effective practices in place.

- The university has recognized the importance of documentation and appears to be drafting policies and procedures for the Internationalization process. Making the information visible, accessible and up-to-date to students, faculty and staff via the webpage is critical.
- Formation of the International Strategic Enrollment Management Committee (with handbook) will also aid in the project’s success.

The reader also commends the University on its recruiting plans, institutional involvement, and formal exchange agreements and faculty exchange. All of which are effective practices that serve this institution well and are an example to other institutions working in the area.

(HLC Criteria 5, Resources, Planning and Institutional Effectiveness; AQIP Category 5 – Knowledge Management and Resource Stewardship).

6: ANTICIPATED CHALLENGES TO PROJECT SUCCESS

A: Internationalization is an initiative that requires participation from all units on campus and we are continuing to work toward engaging every part of campus in welcoming and supporting international students.

In terms of retention, international student numbers continue to grow, but International Student Service’s budget and staffing have not. International Student Services relies on the Student Government Association’s Student Success Act, and ISS must apply for funding each year. If International Student Services does not receive these funds, it will be unable to plan events and properly meet the needs of MWSU’s international students and scholars. Efforts to have a dedicated revenue source are under development.

R: Unfortunately resource management and funding are challenges for all educational institutions. The need for planning is critical when undertaking a new venture, to ensure growth occurs at a rate that the institution can support. One of the challenges of all institutions is to gain the foresight to plan proactively (Principle of High Performing Organizations). MWS shows areas of collaboration, broad-based involvement and leadership support, but also weaknesses in planning, resource management and budgeting.
PLANNED NEXT STEPS AND TIME LINE

A: In 2014, Missouri Western engaged an international consultant to review recruitment strategies and the services offered students. The report provides new opportunities for improvement of services and expanded opportunities for recruitment. Goals for the 2014-2015 include:

- Work on the recruitment plan to continue increasing international student numbers. This plan will include a trip to Asia and another to the Middle East with a focus on government sponsored and undergraduate students in Fall 2015. Missouri Western has a goal to reach 200 international students by Fall 2015.
- Implement Customer Relationship Management (CRM) software in Admissions to ensure an effective communication flow with prospective international students. Additional staff will be trained on CRM software in Fall 2014.
- Plan programs for the upcoming academic year to encourage international student interaction with the greater campus community. Budgeted events for the 2014-2015 academic year include the monthly International Lecture Series and food tastings, International Fair, One World Soccer Tournament, Spanish Tapas Workshop, Chinese Mid-Autumn and New Year’s Festivals, a culture show, Brazil and Saudi Arabian cultural celebrations, on campus mixers, the International Graduation and Awards Banquet, and the World Party. For the 2014-2015 school year, Missouri Western will plan a cultural event showcasing the rich history of Brazil and increase student attendance at events another 10%.

R: The reader is very impressed with the University’s plan to hire an international consultant to help with planning activities. With recommendations from the consultant’s report, the University has indicated some very concrete goals for 2014-2015 that will drive this project in the right direction. The confusion that was evident in Year 1 and 2, seems to be diminishing into a more thoughtful and purposeful direction for the third and final year of the project. Setting up a recruitment plan, implementing CRM, planning cultural activities with a budget, are all activities that will enhance the success of the project. The university has grown through the participation in this AQIP Action Project.

ADDITIONAL INFORMATION, QUESTIONS, OR CONCERNS

A: There is no additional information, inquiries or concerns that we have at this time.

R: The University has experienced some confusion and struggles with the project, but has learned from past experiences. The University would benefit from setting benchmarks and targets for its goals, so progress can be measured. The University would also benefit from putting together a three-year plan with specific targets set at one-year intervals. This
would help clarify the project for various teams, committees and departments supporting the project and help keep efforts fresh and enthusiastic. The formation of a governing committee and the hiring of an international consultant have helped provide guidance and direction.

This is an exciting and timely project and the University is to be commended for becoming engaged in this complicated project. The institution has shown foresight in strategic planning and is also showing great strides in tactical planning as it heads into the third and final year of the project.