



Inspirando e innovando
para la comunidad

Focusing The Lens Inward: The Internationalization Review Process

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Outline.

- Introduction
- CETYS University Overview
- Internationalization at CETYS
- The Internationalization Review
- Impact on CETYS Vision and Strategic Planning towards 2020

CETYS University Overview

- Private, not-for-profit
- Founded in 1961
- Located in Baja California
- Over 5,700 students including Business, Engineering, and Behavioral Sciences
- Over 25,000 alumni
- Development of whole person
- Espouses internationalization, entrepreneurship, information literacy, linkages with business and industry, social responsibility, sustainability
- CETYS 2020



Mexicali Campus



Ensenada Campus



Tijuana Campus

Internationalization at CETYS

Our challenge:

“To move internationalization from being just about student mobility and double degrees, to being an integral part of the university and in doing so, moving internationalization at CETYS University from the marginal to the mainstream”

The good news is... we were not starting from scratch....

The A.C.E. Internationalization Review

(We started slow...)

- August 2009: First meeting of Lab. cohort in Washington.
- August – December 2009:
 - ✓ A first Internationalization Committee is formed.
 - ✓ Materials were reviewed and discussion around institutional internationalization begins.
 - ✓ Visit by Dr. Barbara Hill in November 2009 (with constant communication, support and follow up from Dr. Hill).

The A.C.E. Internationalization Review

(But then things started moving along faster...)

- January – February 2010:
 - ✓ New president (Dr. Fernando Leon-Garcia).
 - ✓ A structure is defined for review process.
 - ✓ A new Internationalization Committee is formed, its primary goal being to undertake and deploy the review process.
- March – April 2010 – Deployment of Review Process.
- May – September 2010: Integration and alignment of Review process and results to Strategic Planning for 2020.

The Internationalization Review

Our review was structured around 5 topics:

- TOPIC 1 - *Articulated Commitment to Internationalization: Mission, Vision, Structures & Policies*
(Each “topic” had a team leader, and members in each campus)
 - TOPIC 2 - *Linkage of Internationalization to the Educational Model and Deployment through Teaching & Learning: The Curriculum & Co-Curriculum*
 - TOPIC 3 - *Human Resources: Faculty & Students*
 - TOPIC 4 *Institutional Foreign Policy: Agreements, Partnerships & Mobility*
 - TOPIC 5 - *Communication of Internationalization Efforts: Internal & External Channels and Strategies*
- The Review had also a Project Leader

With participation of faculty and students from the three Campuses and from all Colleges/Schools/Academic Programs.

The Internationalization Review

- The process design and deployment is based upon the way we have organized within CETYS for various national and international accreditation processes.
- Teams were asked to focus on **key questions for review and analysis**, and to identify **areas of opportunity** and define as many **proposals** as possible. Formats and questionnaires were developed.
- Surveys to identify the desired “internationalization profile” for our **faculty and students** were developed:
 - ✓ 80 faculty members from the three Campuses and Colleges.
 - ✓ 670 students from the three Campuses representing all Academic Programs.
- A total of 53 proposals were defined in the report.

The Internationalization Review

Some highlights include:

- Faculty...
 - ✓ Identify student mobility, double degree programs and the WASC accreditation process as major accomplishments.
 - ✓ Identify internationalization as a key component and differentiating element of CETYS University.
 - ✓ Want to participate in internationalization activities, with a strong focus on faculty mobility, collaboration projects with foreign institutions, faculty development and language studies.

The Internationalization Review

Highlights (cont'd):

- Students...
 - ✓ Want to participate in international programs.
 - ✓ Consider international and double degree programs as attractive, but would like more alternatives in other regions of the world (Asia in particular).
 - ✓ Would like more alternatives for double degree programs with a stronger emphasis on the specialization areas of their academic programs.

The Internationalization Review

Highlights (cont'd):

- Proposals that provide a wide range of themes and topics that cover faculty development, international foreign policy, academic programs, promotional efforts, student satisfaction, infrastructure, etc.
- The review process helped promote more discussion around institutional internationalization among faculty and students.
- The review report and proposals became a key element and input for the strategic planning internationalization topic for the 2020 Strategic Planning process.

The Peer Review Team Visit – CETYS' goals

1. *For Peer Review Team to know and understand:*
 - a) *Our academic model, programs and organizational structure.*
 - b) *Our internationalization trajectory.*
 - c) *Our internationalization review process.*
 - d) *Our institutional strategic planning efforts towards 2020.*
 - e) *And how c) fits into d).*

2. *For Peer Review Team to meet and interact with:*
 - a) *President and staff.*
 - b) *Internationalization review committee team members*
 - c) *Faculty, deans and academic coordinators.*
 - d) *Students.*

3. *For Peer Review Team to provide pertinent and timely comments and feedback with regards to:*
 - a) *Our internationalization review process.*
 - b) *Our strategic plan towards 2020, with a particular focus on our internationalization initiatives.*

The Peer Review Team Visit Agenda

Dinner meeting (Peer Review Team, Internationalization Review Committee Members, President of CETYS University, and selected guests). *The goal of this dinner meeting is for the team to meet and interact with the President in an informal setting.*

Campus tour (Peer Review Team, Campus Director and selected guests). *The goal of the tour is for the team to know the campus infrastructure and organization, and serves as a welcoming activity.*

Initial meeting (Peer Review Team, Internationalization Review Committee Team Members, Staff, Deans of the Colleges and selected guests). *The goal of this meeting is to give the team an overview of key topics that have been addressed in the review and will also be addressed during the visit.*

Interview with International Programs (Peer Review Team, International Programs Office Personnel). *The goal of this meeting is for the team to meet the International Programs Office Personnel and get to know their activities.*

The Peer Review Team Visit Agenda

Interview with Faculty, Deans and Academic Coordinators (Peer Review Team, Faculty, Deans and Academic Coordinators). *The goal of this meeting is for the team to meet and interact with Faculty, Deans and Academic Coordinators, with a balanced mix of representatives from the Colleges and Academic Programs/Areas.*

Interview with Students (Peer Review Team, Students). *The goal of this meeting is for the team to meet and interact with Students, with a balanced mix of representatives from all Academic Programs.*

Lunch meeting (Peer Review Team, Internationalization Review Committee Members, Faculty and Students). *The goal of this meeting is for the team to interact with the Internationalization Review Committee Members, Faculty and Students in an informal setting.*

Interview with International Accreditations Director. *The goal of this meeting is for the team to meet and interact with our International Accreditations Director and get to know the activities and initiatives with regards to national and international accreditations.*

The Peer Review Team Visit - Agenda

Final meeting (Peer Review Team, Internationalization Review Committee Team Members, Staff, Deans of the Colleges and selected guests). *The goal of this meeting is to give the team an overview of how the internationalization review process has provided results that have become inputs for our institutional strategic planning process towards 2020.*

Exit meeting breakfast (Peer Review Team, Staff, Internationalization Review Committee Members and selected guests). *The goal of this meeting is for the peer review team to provide a general overview of their findings and comments with regards to what they saw and learned during the visit, as well as a general outline of the key points that will be included in their final report .*

CETYS Vision and Strategic Planning towards 2020

Our Vision 2020 Strategic Plan has 6 Major Implications and Objectives:

- 1) Faculty of the highest quality.
- 2) Programs that integrate **institutional** learning outcomes into the curriculum.
- 3) Institution focused on the student.
- 4) Multi-campus system with consolidated infrastructure.
- 5) Educational offering with value differentiation.
- 6) Organizational sustainability.

As well as, 11 strategic initiatives...
one being internationalization

Financial implications

- The 6 goals are based upon an investment of 50 million dollars in 10 years.
- The most significant amounts are for faculty development (25.8 million), student life (25.8 million) and infrastructure (10.5 million).
- The distribution per Campus is around 32.6 million for Mexicali, 22.8 million for Tijuana and 13.3 million for Ensenada.

Internationalization and the 2020 Strategic Plan

- So...
 - ✓ How does internationalization fit in to the CETYS' Vision towards 2020?
 - ✓ How is internationalization defined in the 2020 Strategic Planning and how does the Internationalization Review process and findings fit in?
 - ✓ How were the proposals from the Internationalization Review integrated into the 2020 Strategic Planning process?

Vision towards 2020 – Internationalization: Implications

- Educational offering with value differentiation:
 - International recognition and accreditations
 - Institutional learning outcomes (including internationalization)
 - Double degree alternatives for all Colleges
 - Integrated (in curriculum) study abroad component
 - All students graduating completely bilingual

- Faculty of the highest quality:
 - Faculty development with an international profile.
 - Guest faculty from foreign institutions
 - Chairs of Excellence from foreign Institutions
 - CETYS Faculty participating in international projects and activities.

- Programs that integrate institutional learning outcomes into the curriculum:
 - Internationalization for all students.

Internationalization Initiatives for 2020 Strategic Plan

Financial Implications:

- A total of 1.4 million dollars has been considered for 10 years with the following distribution:
 - ✓ 0.5 million for Faculty Development and Double Degree Programs
 - ✓ 0.5 million for Guest Faculty and Chairs of Excellence
 - ✓ 0.4 million for English Language Programs

Vision of Internationalization towards 2020

Let's remember... our challenge:

“To move internationalization from being just about student mobility, to being an integral part of the university and in doing so, moving internationalization at CETYS University from the marginal to the mainstream”

Vision of Internationalization towards 2020

Today, Internationalization at CETYS University:

*Seeks to develop **significant learning in our students, within international, global and diversity contexts, that contributes to their academic and personal growth, to be able to perform in a professional environment within a dynamic that is not only local but also global.***

*It is based upon **institutional internationalization, from a learning organization perspective, that is reflected in each Campus, at all levels, via initiatives, projects and activities in which the CETYS Community participates, seeking to promote international education, openness to cultural diversity and collaboration linkages with other institutions and organizations.***

Vision of Internationalization towards 2020

Today, Internationalization at CETYS University:

Is focused on international education, within an institutional, an integrating and inclusive frameset, that is comprised of three primary blocks:

- I. **CURRICULUM:** *The development in our students of international learning in a global context, that promotes **openness to cultural diversity**, as well as the study of foreign languages, via international content that is integrated into the curriculum.*
- II. **MOBILITY:** *Internal and external, student, faculty and administrative mobility, with regards to study abroad as well as academic and/or professional development, by way of an efficient usage of agreements and institutional alliances.*
- III. **INTERNATIONAL PRESENCE:** *Institutional presence in an international environment, via the active participation of the **CETYS Community** in initiatives, collaboration projects and events with the international community.*

Focusing The Lens Inward: The Internationalization Review Process

Institutional Review Processes are able to impact positively the quality of academic programs and the overall quality of an institution

A Review Process produces pertinent inputs for an Institution's Strategic Plan, Strategic Fit, and Strategic Direction

Thanks,
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