



QUEENS COLLEGE

STRATEGIC PLAN FOR INTERNATIONALIZATION 2014-2016

American Council on Education Internationalization Lab

Implementation Report  
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## Queens College Strategic Plan for Internationalization – Implementation Report

Queens College was part of the 2014-16 American Council on Education (ACE) Internationalization Laboratory. The laboratory provided assistance to the leadership team as they engaged in an 18-month comprehensive review of internationalization efforts on campus. As part of this process the Queens College Strategic Plan for Internationalization was developed by Provost Elizabeth Hendrey and Dean William McClure and presented to President Matos in 2017. Queens College expressed its strong commitment to increasing its internationalization and impact on a global level through a series of coordinated initiatives.

This Report summarizes the initiatives implemented in response to the QC Strategic Plan for Internationalization. The Plan available at <https://www.qc.cuny.edu/Academics/GlobalEd/OGEI/Documents/QCSPI.pdf> provides details on the motivation and conceptualization for each initiative.

Queens College 2015-2020 Strategic Plan has as its 3<sup>rd</sup> Goal “To weave campus, community, and global connection” and Outcome 6 as “Increased international exposure and experiences for students, staff, and faculty”. The success of this initiative has been measured by the number of students having an international experience, of international students and scholars on campus, and of faculty and staff engaged internationally through presentations or exchanges.

The number of international students and scholars who visited Queens College has remained strong and it is hoped that with the newer initiatives (described below) it will become even stronger in the near future. The numbers for the last five years are presented in the table below.

Table 1. International Students and Scholars

	2015	2016	2017	2018	2019
International students (N)	571 (Sp) 610 (Fa)	578 (Sp) 580 (Fa)	585 (Sp) 593 (Fa)	606 (Sp) 591(Fa)	572 (Sp) 544 (Fa)
International scholars (N)	82	79	100	81	68

The number of Queens College students participating in Study Abroad experiences has also been good: 107 students in Summer 2019 (short term), 14 students in Fall 2019 (semester exchange), while there were 136 in Winter 2020 (short term), and 17 students in Spring 2020 (semester exchange) (this number includes 4 students that were scheduled but had their programs cancelled prior to departure).

Queens College faculty and staff have continued to be engaged internationally through presentations or exchanges. The Provost’s Office has started to highlight faculty international scholarship and collaborations, and staff and students’ international pursuits in the yearly *QC Global* Newsletter (2019, 2020).

## Initiatives Implemented

The initiatives proposed to increase internationalization have been organized in four categories: Organizational, Curricular, Research and Recruitment and their implementation is described below.

### 1. Organizational

#### 1.1 Commit to administrative oversight of international education at the level of at least an Assistant Vice President or Dean.

The Provost's Office illustrated its commitment to fostering internationalization through creating a new higher leadership position at the Associate Provost level. Dr. Yongwu Rong, Professor of Mathematics, was appointed Associate Provost for Research and International Programs in 2019. His portfolio included supporting faculty research across disciplines, fostering new and interdisciplinary research initiatives as well as international collaborations. Due to the COVID-19 pandemic and the funding reductions associated with it, the position of Associate Provost for Research and International Programs has been restructured in 2020 and the responsibilities redistributed to other offices.

#### 1.2 Create a fully integrated international "hub" where all offices related to International Affairs are located.

An integrated International Affairs Office has been created in King Hall, which now houses all the offices related to international affairs: the Office of International Students and Scholars (ISS) (King Hall 207), Study Abroad Program (King Hall 203), and the Global Student Success Program (King Hall 210).

The QC Global Education website has been revised to virtually integrate the international initiatives manifested on campus. The website was renamed to *QC Global* and information on different international programs have been added to it, including the newly created Global Student Success Program, the Collaborative Online International Learning (COIL) Program, and QC International Partnerships.

<https://www.qc.cuny.edu/Academics/GlobalEd/OGEI/Pages/default.aspx>

### 2. Curricular

#### 2.1 Establish Global Learning Goals.

As part of CUNY's Pathways general education framework and its Flexible Core courses, ([www.gened.qc.cuny.edu/slos/](http://www.gened.qc.cuny.edu/slos/)) students have the opportunity to take courses in World Cultures and Global Issues, US Experience in its Diversity or Individual and Society areas, which expose

them to a variety of cultural and global issues. Global learning goals have been also included in the Global Studies Minor.

## **2.2 Create a Global Studies Minor.**

The Global Studies Minor was developed at Queens College by Helen Gaudette in an effort to infuse the curriculum with global perspectives and prepare students to become leading citizens of the global society. The Global Studies Minor offers a unique interdisciplinary program designed to develop global competency in students by integrating global courses, language acquisition, an intercultural experience, and research into the traditional academic curriculum of the student's degree program.

## **2.3 Create new courses/programs focused on Global Queens.**

Queens Community Courses (QNS 101) are an example of newly introduced introductory courses taught across the disciplines that expose new students to the Queens community, both outside the college and within the college, emphasizing also the global nature of our surrounding county and city.

## **3 Research**

### **3.1 Increase resources for internationally-based research.**

The Office of the Associate Provost for Research and International Programs, Dr. Yongwu Rong, has been active in providing regular Research Updates with information on funding opportunities in US and abroad. The Provost's Office has also started to organize faculty development sessions on fostering international research and collaborations.

### **3.2 Establish a central resource for information on mentoring/hosting international students and scholars (see 3.1.2 above)**

King Hall was designated as a physical center for international affairs and QC Global website has been updated as a virtual resource hub.

## **4 Recruitment**

### **4.1 Establish a partnership with Navitas.**

Queens College is the first college in New York State to sign, in 2019, an agreement with Navitas, a global higher education organization that partners with universities to increase international students' access to higher education and prepare them for future success. The collaboration with Queens College marks Navitas' 40<sup>th</sup> institutional partnership globally. The

partnership gives Queens College access to Navitas' internationalization resources, including its extensive international recruitment capability and global teaching and learning expertise.

As part of this collaboration the QC Global Student Success Program (QC-GSSP) was developed to support the transition of international students to a US university environment and prepare them for future academic success. This is a required first-year experience program covering all aspects of their new living and learning environment in the United States. In Spring of 2020 there were 25 students in the program. Due to the pandemic and ever-changing SEVIS (Department of Homeland Security) guidelines and restrictions, the projected number of international students recruited by Navitas fell by 50% in the 2020-2021 academic year.

#### **4.2 Establish joint degrees with Chinese universities.**

Queens College established two programs as part of its partnership with the University of Shanghai for Science and Technology (USST).

1. The **joint program (China Program)** between Queens College and the University of Shanghai for Science and Technology started in 1996 after a group of Queens College faculty members visited the school of foreign languages at USST in Shanghai. There was a mutual understanding that Chinese students want western education in business programs. Students enrolled in the program would take English and business courses for 4 years. All the business courses would be taught by professors sent to USST from Queens College. After 4 years, students would be awarded the degree from USST and a graduation certificate from Queens College. From 1996 to 2019, Dr. Howard Kleinmann was in charge of the program and the program has been very successful. Thousands of students have graduated from the program.

2. Queens College and the University of Shanghai for Science and Technology (USST) established the **2+2 program** in 2017. This is the first joint-degree program between Queens College and a foreign institution. Students enrolled in the 2+2 program first spend two years in the joint program (China program) between Queens College and University of Shanghai for Science and Technology, studying English and business courses, and then two years at Queens College and study economics. Upon graduation, they are awarded a degree from both universities. Dr. Tao Wang, Professor in the Department of Economics, is the Director of the China Program and the 2+2 USST Program.

#### **4.3 Recruit students from the English Language Institute (ELI).**

The English Language Institute conducted several initiatives, including the collaboration with Navitas. It enrolled students recruited by Navitas who were below the threshold to enroll directly into the Navitas program. Students first enrolled in ELI and then tested out for matriculation into Navitas.

The English Language Institute also created an ELI Student Support Center to provide assistance in the CUNY application process, offered application, resume and college writing workshops,

and organized an undergraduate Direct Admissions Event in collaboration with QC Admissions Office. It increased students' awareness of the benefits of enrolling in QC as a matriculated student, created a series of ELI student email blasts, distributed posters to showcase QC activities, and posted pertinent QC information on ELI social media. ELI also partnered ELI students with QC interns from CUNY Service Corps to share their college experiences. The English Language Institute went on hiatus as of June 30, 2020 due to a decrease in enrollment escalated by the global health crisis. While the Institute became financially unsustainable, the College is actively exploring ways to reopen in the future in order to continue serving the needs of the local population as well as the international students.

#### **4.4 Develop and implement a marketing and communications strategy focused on an international audience.**

Queens College's partnership with Navitas supports the college's internationalization strategy by broadening international education on campus, enhancing its global reach and reputation, and expanding learning opportunities for international and domestic students alike.

The *QC Global* website is presenting the international initiatives manifested on campus, such as the Global Student Success Program, the Global Studies Minor or the Collaborative Online International Learning Program. The College also started to publish the *QC Global* Newsletter (2019, 2020) which highlights the contributions that faculty, staff and students are making on the global arena, with the hope that it will also stimulate further international collaborations and opportunities.

#### **Conclusions**

There has been significant progress in the last several years with increasing Queens College internationalization. The initiatives implemented and discussed in this report illustrate the College commitment to prepare its students to be global citizens and to welcome students from all over the world to experience our strong academic programs and wonderful, globally-minded community. Through direct partnerships with Navitas and with universities abroad, the number of international students is expected to increase. Our students are also participating in varied study abroad programs around the world, while our faculty continue to be very active on the global arena through internationally focused scholarship and research. Although the COVID-19 global health crisis has impacted some of its internationalization initiatives, the College remains committed to foster students' cultural understanding and global competence.