

# SWOT and Other Proposed Analyses following the Internationalization Review





# Why Internationalization?

- Well-equipped 21<sup>st</sup> century graduates must *appreciate* the effects of globalization, *understand* the consequences for us of potential competitors and partners abroad, *grasp* the life-perspectives to be achieved through interactions with diverse cultures.
- International experiences make most lists of defined ***High Impact Practices***, which engage students, thus encouraging students' continuation at the university (avoid dropping out), and inspiring high achievement.



# Why Internationalization?

- Making international professional opportunities available to faculty make this university attractive – as we hire, after all; and foster personal and professional growth in faculty and staff.
- With our ports and LAX at hand, with global commerce and industry on our doorstep, with a kaleidoscope of cultures and communities present in L.A. county, internationalizing is a natural part of mission for CSUDH.



# Internationalization Review

- As a strategy for building our internationalization project, we joined a cohort of institutions convened by the American Council on Education (ACE) in an Internationalization Laboratory.
- ACE gave us a remarkable tool: an Internationalization Review, comprising a set of 60+ very comprehensive questions designed to let us understand the current state of internationalization at CSUDH.

# The Concluding Section of the ACE Internationalization Review Asks for Analyses

- A **SWOT** Listing comes first: **Strengths** / **Weaknesses** / **Opportunities** / **Threats**
- Usually look for 3 – 5 items per category.
- What follows emerged from two Task Force meetings held in March.



## 4 Identified Strengths

1. **There is broad recognition of the importance of internationalizing at CSUDH.**

Survey evidence

2. **Faculty and staff report considerable international knowledge and experience.**

Survey evidence

3. **Internationalization is a current priority for CSUDH.** Plans are afoot in colleges, and at the university.

4. **Low tuition cost:** CSUDH can be a bargain for international students.



# 4 Identified Weaknesses

## 1. Curricular disadvantages.

We lack some programs that may be attractive to students from abroad; our modern languages offerings are few.

## 2. Competing priorities for too-few resources.

“Everything” needs attention at CSUDH.

## 3. CSUDH may be relatively unknown abroad. Our brand will require attention.

## 4. Weak, too-distributed infrastructure.

Administrative integration could promote planning, communications, priority-setting.



# 3 Identified Opportunities

## 1. Location in Los Angeles.

L.A. offers our students learning opportunities; L.A. is attractive to students from abroad.

## 2. Still-growing appetite for American university experience on the part of students from abroad.

CIEE numbers; trend should continue, strengthen

## 3. We can take advantage of CSU system strengths; we can learn through ACE work. We don't need to invent many wheels – models are at hand.





# 4 Identified Threats

## 1. Cyclical declines in state resources.

We know that budgets can turn down in California.

## 2. Competition from other CSU regional campuses.

All are low cost; some share our region.

## 3. Competition from abroad.

Especially English-speaking universities (Australia; Canada; others) may lure students from abroad.

## 4. International conflict.

Times, alliances and friendships change. Iran was a top sender of students in the 1970s.



# SWOT-Implied Strategies

- **Build on Strengths;**
- **Shore up Weaknesses;**
- **Take advantage of Opportunities;**
- **Strategically anticipate Threats.**



# Ways Forward

- **Reconvene the large task force in Fall 2014;**
- **Working with them and including the new Dean of Extended and International Education, adopt a vision for internationalization, together with goals and objectives.**
- **Report to the President and to the campus community not later than December 2014.**

