



**ELON**  
UNIVERSITY

**GLOBAL STRATEGIC PLAN  
2023-2030**



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Every year, international students plant their saplings on campus before graduation.

## INTRODUCTION: PAST, PRESENT, AND FUTURE

**A**s a premier, residential university with a strong commitment to comprehensive internationalization, Elon works to ensure that all students graduate with the global perspectives, knowledge, cultural awareness, and humility needed to thrive in today's world. This vision stems from a recognition that today's graduates are required to understand and navigate differences of nationality, ethnicity, language, and religion, both in their personal lives and in a wide array of careers in the U.S. and abroad.

Elon has long made a significant pledge to student-centered global programming across multiple experiential and engaged learning modes. Elon is a nationally recognized leader in study abroad, both based on the percentage of students going abroad and reputation. Additionally, Elon has done much to build global programming and units throughout the university, such as with the development of a Global Neighborhood; integration of a Global Experience course in the Core curriculum; creation of a GBL curriculum, in courses associated with faculty-led study abroad programs; degrees in international and global studies and international business; establishment of a Center for Research on Global Engagement (CRGE); support offered for various student identities through units like The Center for Race, Ethnicity, & Diversity Education (CREDE), El Centro, the Truitt Center for Religious and Spiritual Life, and the Gender & LGBTQIA Center (GLC); study away opportunities for athletic teams; robust experiential learning in the U.S. through Study USA; the welcoming and support of

international students and scholars from approximately 50 countries each year; and a host of research and community-based learning opportunities through programs such as Multifaith Scholars and the Kernodle Center for Civic Life.

These accomplishments have been achieved through the hard work of individuals and often through grassroots efforts. Further structure and vision were provided through the implementation of university-wide strategic plans, which have placed an emphasis on the expansion of study abroad. The Elon Commitment (2010-2020) was ambitious in setting a goal of 100% access to study away, resulting in transformative levels of grants and scholarships for study abroad initiatives. Additional commitments included the creation of new study centers overseas and in the U.S. through Study USA, the growth of the international student population, and the construction of the Global Neighborhood. The current strategic plan, Boldly Elon (2020-2030), continues the work around global programming within each of its four pillars: Learn, Thrive, Connect, and Rise.

Through Boldly Elon's renewed commitment to student-centered learning, Elon has an opportunity to envision a university-wide strategic plan to focus global initiatives and programming. The Isabella Cannon Global Education Center (GEC) is well positioned as a hub and key resource, while academic and administrative units across campus creatively link various global programs, providing a strong base for the development of a global plan.

## DEVELOPING A PLAN

**W**ith the goal of developing a global strategic plan, the incoming Dean of Global Education, Dr. Nick Gozik, worked with then Provost Aswani Volety to assemble a Global Strategic Planning Working Group (GSPWG) in spring 2021. Co-chaired by Gozik and Prof. Amy Allocco, and situated within the American Council on Education's (ACE) framework of Comprehensive Internationalization,<sup>1</sup> this 16-member group was charged with exploring four questions:

1. What does global mean at Elon?
2. What has already been accomplished?
3. What opportunities exist to keep Elon at the forefront of global education?
4. What structures, systems, and resources are needed to fulfill the desired goals?

Over the course of the 2021-22 academic year, the GSPWG engaged in a mixed-methods study including an inventory of existing internationalization efforts at Elon and a series of discussions including a Campus Conversation, individual interviews, and unit/departmental/school-focused dialogues. More than 300 people spanning all six of Elon's major academic units contributed their ideas and energy to this report with voices representing students (undergraduate and graduate), staff, faculty, administrators, and alumni.

## A CAMPUS WIDE EFFORT

The strategic plan relies on contributions from a variety of campus partners, beginning with the formation of a Global Strategic Planning Working Group (GSPWG) and input from key units and constituencies. Deep gratitude goes to all who shared their valuable time, insights, and feedback.

### Working Group

Amy L. Allocco, Professor of Religious Studies and Director of the Multifaith Scholars Program (Co-Chair)

Nick Gozik, Dean of Global Education and Assistant Professor (Co-Chair)

Kristen Aquilino, Director of International Student Services

Damion Blake, Associate Professor in Political Science and Policy Studies

Pablo Celis-Castillo, Associate Professor of Spanish

Jen Dabrowski, Associate Professor of Chemistry, A. L. Hook Professor of Science and Mathematics

Jennifer Eidum, Assistant Professor of English, and Director, Peace Corps Prep

Eleanor Finger, Assistant Vice President for Student Life, Dean of Campus Life

Kenn Gaither, Dean & Professor of Strategic Communication

<sup>1</sup>American Council on Education (n.d.). Comprehensive Internationalization. <https://www.acenet.edu/Documents/Model-Comprehensive-Internationalization.pdf>

Mark Kurt, Assistant Dean of Global Education and Professor of Economics

Becky Neiduski, Dean of the School of Health Sciences and Professor of Health Sciences

Patrick Rudd, Coordinator of Library Instruction and Outreach Services

Jonathan Su, Assistant Professor of Engineering

Maureen Vandermaas-Peeler, Director of the Center for Research on Global Engagement and Professor of Psychology

Rhonda Waller, Executive Director of Global Engagement

Mandy Herrera Zapke, Associate Director of International Admissions

**Contributing Units**

While not exhaustive, the list below includes many of the units and constituencies that were engaged during this two-year process.

- Advising Center
- Alumni Affairs
- Athletics
- Auxiliary Services
- Center for Access & Success
- Center for Engaged Learning
- Center for Race, Ethnicity & Diversity Education
- Center for Research on Global Engagement
- Center for the Advancement of Teaching and Learning
- Center for the Study of Religion, Culture & Society

- Center for Gender & LGBTQIA CORE
- Design Thinking
- Division of Inclusive Excellence
- Dr. Jo Watts Williams School of Education
- El Centro
- Elon College of Arts & Sciences
- First Year Experience
- Gender & LGBTQIA Center
- Human Resources
- Isabella Cannon Global Education Center
- Kernodle Center for Civic Life
- Library
- Koenigsberger Learning Center
- Love School of Business
- Office of Admissions
- Office of the President
- Office of the Provost
- Office of Undergraduate Research
- President’s Parents Leadership Council
- President’s Roundtable
- President’s Student Leadership Advisory Council
- President’s Young Leaders Council
- School of Communications
- School of Health Sciences
- Staff Advisory Council
- Student Government
- Student Life
- Student-Athlete Advisory Committee
- Student Professional Development Center
- The Truitt Center for Religious & Spiritual Life
- University Communications
- Young Alumni Council

## EXPANDING ELON'S DEFINITION OF GLOBAL

**W**ithin the plan outlined below, global is designed to be more inclusive than earlier uses of “international”, allowing the University to include local and national activities (e.g., Study USA and Undergraduate Research in global contexts), in addition to overseas programming (e.g., study abroad). In line with the ACE model of comprehensive internationalization, global learning can and does take place on and around campus, with interactions between domestic and international students, globally focused curricula, local-global undergraduate research projects, and community-based learning, in the surrounding Alamance County. Additionally, global education ties integrally to other inclusive excellence and multifaith activities taking place at Elon, with an ultimate desire to ensure that students leave Elon with a respect for human differences, intercultural skills and awareness, and an ability to navigate varying cultural norms.

### A Commitment To Student Excellence

The plan outlined below builds on Elon's nationally recognized strengths in engaged and experiential learning, mentoring, and teaching, with a commitment to student excellence. Additionally, it dovetails with Boldly Elon, particularly under the themes of Learn and Thrive, as well as other campus-wide strategic planning that support student learning.

Among the initiatives proposed, this plan is designed to:

- ▶ Create additional opportunities for students to deepen and reflect on their study away experiences and integrate what they learn off campus into their studies at Elon.
- ▶ Ensure that global programming is accessible to all Elon students, regardless of background, identity, or area of study.
- ▶ Deepen on-campus curricular and co-curricular offerings to incorporate a greater global focus and to further internationalize the curriculum.
- ▶ For undergraduate students, augment academic advising across all four years to include a global perspective.
- ▶ Further develop support systems and structures for both the dynamic and changing needs of the international community and anticipated growth among international students.
- ▶ Create a new Elon-led overseas program/center, based on Elon's strengths of engaged, stacked learning experiences designed to reinforce each other, with the goal of developing a new model for global education.

- ▶ Expand and make better use of existing university partnerships, to provide additional opportunities for students to study, conduct research, engage in community-based learning, and intern in global settings.
- ▶ Offer professional development for faculty leading programs and those seeking to infuse global perspectives in their courses.

## PRIORITIES FOR 2023-30

The plan as outlined here is broken into four themes: Deepen, Integrate, Support, and Expand. An implementation team will be formed to address the sequence and timing of each of the priorities listed below.

### THEME 1: Deepen

Across campus conversations, there was wide agreement on the need to maintain Elon's successes in areas such as study away. At the same time, campus members consistently expressed a desire for the University to deepen programming to ensure academic quality and rigor and intercultural and linguistic learning, with a focus on student development.

1. Leaning into Elon's strength in engaged learning, create new opportunities and pathways for students to deepen and reflect on their study away experiences to holistically integrate learning on and off campus, further building on Elon's nationally recognized reputation as a leader in study abroad.
  - a. Maintain top-ranked study abroad status through ongoing ranking by IIE's Open Doors as a leader in undergraduate education participation rate among national universities. (GEC)
  - b. Attain a 90% student participation rate of undergraduate students in study away, including study abroad and Study USA. (GEC, Regional Centers)
  - c. Update existing affiliate and Elon study away options offered through the GEC, to promote a wider distribution of geographical offerings and academic program models, with input from faculty and staff experts on campus. (GEC, GECAC)
  - d. Implement a community-based learning component for Elon's program in Florence, with the goal of expanding to other Elon programs, and with support provided before and during the program. (GEC, CRGE, Kernodle Center)
  - e. Enhance post-program reflection on short-term programs, beginning with a feasibility study on the development of a micro-credential and develop a career transferable skills workshop that can be offered annually. (GEC, GEC Advisory Group, GECC, SPDC)
  - f. Expand opportunities for undergraduate students to connect with employers that support global placement for careers. (SPDC, GEC)

- g. Enhance pre-departure preparation for semester study away programs, beginning with a piloted self-paced online course that helps students deepen their intercultural learning, modeling from existing pre-departure courses offered for Elon short-term programs. (GEC, Provost's Office)
  - h. Develop an outcomes assessment plan for GEC Winter Term programs, to gauge the extent to which individual programs are successful in achieving stated Global Education student learning goals. (GEC, GECC)
2. To expand professional development opportunities for study away program leaders, with the goal of enhancing student learning:
- a. Develop strategies for expanding the number of faculty and staff interested in leading study away programs, including as part of the onboarding process at Elon for new faculty. (GEC, Provost's Office)
  - b. Revise process for selecting and onboarding faculty and co-leaders who teach on short-term, faculty-led programs to boost leaders' ability to best serve students. (GEC, GECC)
  - c. Develop a health and safety training session which will be required for all Elon faculty and staff leading an away program. (GEC, Risk Management, Student Care & Outreach, Student Conduct)
  - d. Provide pedagogical and research support and mentorship for faculty leading overseas and domestic programs, for both semester (center) and short-term programs. (CRGE, CATL, GEC)
3. To deepen on-campus curricular and co-curricular offerings to incorporate a greater global component and further internationalize the curriculum:
- a. Further integrate global learning into the Core curriculum, including identifying courses where global content can be infused, as well as design templates/resources for assisting faculty teaching those courses. (Core)
  - b. Partner with academic departments to develop internationalization of curricula plans, supported through faculty development sessions. Begin with one department in each school/college. (GEC to lead, CATL to assist with training)
- THEME 2: Integrate**
- The planning process demonstrated how much has already been accomplished at Elon in terms of internationalization. One of the priorities in moving forward is to showcase these and future accomplishments, while also helping students integrate their global learning throughout their time at Elon.
- 1. Develop a webpage with templates, policies, and resources for faculty and staff seeking to develop global partnerships. (University Communications, Legal Counsel, GEC)

2. Augment undergraduate academic advising across four years from Elon 1010 to graduation to include a global perspective, to be accomplished by creating an advising guide, annual training session for academic advisors, and determine strategies for making use of the FIRE2 advising tool. (Academic Advising, Core curriculum, Registrar)
3. Establish a working group and plan to foster a greater connection between global, multifaith, and inclusive excellence initiatives. (Truitt Center; CSRCS, Division of Inclusive Excellence, CRGE, GEC)
4. In collaboration with the Mentoring Design Taskforce, establish a working group to consider ways of integrating study away programming into mentorship activities on campus. (Mentoring Design Taskforce, GEC)
- b. Explore options for creating an on-campus space for international students to congregate (e.g., an I-House or room). (GEC, with support from Student Life)
- c. To assist students with ESL needs, and to provide mentorship, identify 1-2 Learning Assistants who would be interested in specializing in learning strategies for international students and/or students for whom English is not their primary language. (Koenigsberger Learning Center)
- d. Develop and offer training for faculty on how to work with diverse learners, including international students. (CATL)
- e. Create a working group to develop strategies for further integrating services in support of the undergraduate and graduate international student community. (Student Life, GEC, SPDC)
- f. Create pathways to foster stronger support for graduate international students. (LSB, School of Health Sciences, JWWSE, School of Communications, Law School, GEC)
- g. Identify pathways for international undergraduate and graduate students interested in remaining in the U.S. following graduation. (SPDC, GEC)

### THEME 3: Support

One of Elon's strengths is in providing support and mentorship. This plan provides additional ways in which the University can support international students, staff, faculty, as well as the growing number of graduate students, through global programming.

1. To better support an anticipated growth in international students:
  - a. Conduct a transportation feasibility study to assess options for affordable and reliable options for students to access the community beyond Elon. (Student Life, GEC)
2. To better support international faculty and staff:
  - a. Develop policies and protocols for the hiring or change of status of international faculty and staff, which can be found in a centralized location for supervisors and hiring managers. (HR)

- b. Develop a tailored onboarding process with resources for new faculty and staff. (HR, with input from GEC)
  - c. Create resources and identify a point person to provide additional support after faculty and staff are hired at Elon. (Provost's Office, GEC, HR)
3. To create a support network for graduate schools/programs to promote global learning, establish a group that will meet regularly to share updates and learn of global initiatives related to graduate students and develop shared events/programming that will help these students achieve Elon's Global Engagement goals. (GEC, Office of Inclusive Excellence Education and Development, School of Law, Love School of Business, School of Communications, Dr. Jo Watts Williams School of Education, School of Health Sciences, Division of Inclusive Excellence)
  4. To support faculty interested in conducting research overseas, identify resources and strategies for providing additional funding for such initiatives. (GEC, CRGE, Provost's Office).
- THEME 4: Expand**
- In line with Boldly Elon's theme of "Rise", this plan extends Elon's commitment to growth, with an objective of promoting student learning and development, and in finding new ways to develop and highlight Elon's commitment to global education.
1. Create an additional Elon-led overseas program/center, based on Elon's strengths around engaged, stacked learning experiences, and mentorship, with the aim of creating a new, innovative model specific to Elon. (GEC w/corresponding academic units)
  2. To expand and make better use of existing university partnerships (GEC w/ corresponding units on campus):
    - a. Develop new meaningful international university partnerships to foster connections for faculty, staff, and students to broaden global perspectives and provide more opportunities for joint research and teaching online and in person, in coordination with departments and faculty with relevant expertise.
    - b. Outline and promote opportunities for faculty exchange as part of existing and new partnerships through research and teaching.
    - c. Develop a strategy to assist faculty and departments who would like to invite international visiting scholars to campus, including through partnerships and organizations such as Fulbright.
  3. To aggregate and highlight Elon identity and accomplishments around global:
    - a. Develop a Global@Elon brochure, which can be distributed to alumni, potential partners, visiting institutions,

- and prospective students; translate into other languages as deemed most relevant to other units on campus. (University Communications, GEC)
- b. Redesign Elon's global website to create a more dynamic, interactive hub for stories of faculty, staff, students, and university partners and related news. (University Communications, GEC)
  - c. Develop a plan for reporting and distributing stories on Elon global accomplishments. (University Communications, Alumni Engagement, Admissions, GEC).
- 4. To better showcase Elon as a global institution for visitors and others on campus, include more global visuals on campus:
    - a. Identify existing art in the university collection/purchase additional art with a global theme which can be displayed on campus and highlight student success in global for inclusion in public spaces on campus. (Planning, Design & Construction Mgmt., University Collections, A&S Dean, GEC)
    - b. Install global-themed murals in each of the residence halls within Global. (Planning, Design & Construction Mgmt., Student Life, GEC)



