MONTCLAIR
STATE UNIVERSITY

Internationalization at Montclair State University

Event Report and Next Steps

By the International Advisory Committee (IAC)

Spring 2025

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1. Executive Summary

This report offers a comprehensive overview of Montclair State University's Spring 2025 internationalization event, "Shaping Montclair's Global Vision: Innovation and Collaboration." The gathering brought together faculty, staff, and administrators to discuss strategic goals for deepening the university's global engagement.

Drawing on insights from breakout sessions, survey data, and the Global Reach Task Force (GRTF) 2024 report, this document highlights key takeaways and proposes actionable strategies to advance internationalization at Montclair. These recommendations, developed from data collected from the event and in collaboration with stakeholders and participants, focus on enhancing faculty development, expanding student mobility, and strengthening international partnerships. They lay the groundwork for a more intentional, inclusive, and sustainable global vision.

2. Key Takeaways from Breakout Sessions

Faculty Development

Goal: Identify barriers and incentives for faculty engagement in international activities and propose policy and infrastructure changes to support global teaching, research, and collaboration.

Discussion Summary: Participants emphasized the lack of institutional recognition for international engagement, inconsistent support structures, and unclear pathways to integrating such work into promotion and tenure. They called for stronger infrastructure, celebratory events, and a centralized center for international engagement.

Recommendations:

- **Revise tenure and promotion guidelines** to recognize DSGs, COIL, and other forms of international engagement.
- **Create a faculty-facing portal** for travel policies, funding opportunities, and grant support.
- **Institutionalize recognition events** to highlight international research and teaching.

- **Develop a Center for International Studies** to coordinate programming and policy.
- **Improve travel funding mechanisms** for international teaching and research.

Student Mobility

Goal: Expand outbound and inbound mobility programs while addressing equity, access, and cultural barriers to participation.

Discussion Summary: Participants advocated for broader access to study abroad opportunities, especially for underrepresented groups like Latine students. Suggestions included parental engagement, better alignment of curriculum, and stronger support for inbound international students.

Recommendations:

- **Launch a parent outreach initiative targeting Latino families** and include peer mentors and alumni as ambassadors.
- **Create a Study Abroad Alumni Fund** to help subsidize travel for low-income students.
- **Provide scouting trip funding for faculty-led programs**.
- **Improve advising for international students**, including academic and cultural preparation.
- **Develop a global course review process** to ensure new courses reflect international perspectives.

International Partnerships

Goal: Define sustainable and strategic international partnerships and identify mechanisms to initiate, manage, and evaluate them effectively.

Discussion Summary: Participants stressed the need for a centralized system to manage agreements and better communication about partnership development. They also emphasized reciprocal engagement and measurable outcomes.

Recommendations:

- **Establish a centralized digital repository** for all international activities and agreements.

- **Develop a standard approval process** via college liaisons and IAI, including Provost oversight.
- **Support strategic visits** with clear deliverables (e.g., joint publications, student exchange).
- **Align partnerships with academic priorities**, including international rankings and faculty interests.
- **Identify college liaisons** to support and manage partnerships.

3. Event Overview

The internationalization event was designed to engage Montclair State University faculty, staff, and administrators in discussions about the university's internationalization strategy. The event featured breakout sessions focusing on three key areas: Faculty Development, Student Mobility, and International Partnerships. While a fourth breakout session on Digital Engagement was planned, it was folded into the Faculty Development group due to low participation.

Summary of Harvey's Keynote Talk: Confronting The Elephant in the Room

Dr. Harvey Charles emphasized that internationalization presents a remarkable opportunity for Montclair State University to offer transformative education to those we serve. He further noted that rather than being a distraction, internationalization is a strategic response to the challenges posed by globalization. We need to confront the "elephant in the room"—i.e. the complexities and disruptions of globalization, combined with the current national climate—and leverage these challenges to deepen the processes we have already begun. Montclair's faculty, staff, students and other stakeholders already confront the realities of globalization given New Jersey's history of immigration, and the institution's proximity to New York City. Internationalization should be our "*commitment and action to integrate international, global, comparative content perspectives throughout the teaching, research, and service missions of a higher education institution*" (John Hudzik, 2011). Academic institutions cannot afford to retreat from what should be their strategic response to globalization's pressures. Given that Global Challenges impact the academic mission of higher education, the responsibility of key stakeholders in higher education is heightened as the United States retreats from its global commitments. Internationalization is tied to our institutional mission and it impacts our institutional commitment, the leadership and structure, as well as faculty, staff and student support. Dr. Charles acknowledged that while Montclair has made many strides into building key programs such as international

recruitment, student opportunities through the Office of International Academic Initiatives (IAI), and others, there remains additional work to be done to strengthen the infrastructure and pathways. He provided some actionable recommendations, but ultimately Montclair's internationalization strategy will be uniquely forged through collaboration of committed senior leadership, faculty, staff and students.

Participation and Engagement

- **Total Participants**: 41(57 registered participants)
- **Roles**: Faculty, Staff, Administrators, and Other
- **Main Objectives**: Learning about internationalization, contributing ideas, networking, and exploring digital engagement.

Survey Analysis

Pre-Event Survey Findings

- Majority of participants were familiar with the concept of internationalization (Pre-Event Survey).
- Key goals included learning about internationalization, contributing to improvements, and networking (Pre-Event Survey).

Post-Event Survey Findings

- 61% of participants reported being extremely satisfied with the event (Post-Event Survey).
- 78% of participants indicated that the event enhanced their understanding of Montclair's internationalization goals.
- Faculty Development (47%) and International Partnerships (33%) were the most attended breakout sessions.

4. Proposed Action Plan for 2025–2026

Based on the GRTF Report Recommendations* (pp. 12–15) and the IAC programming proposal for AY 2025-26, the following initiatives are recommended for implementation:

Strategic Vision and Planning

- **Develop an Internationalization Strategic Plan** aligned with the university's mission and strategic framework (SOAR 2025 successor).
- **Clarify Montclair's educational philosophy on internationalization**, emphasizing intentional engagement with global realities.

*Note: For a progress overview of implemented recommendations see
📕 Recommendations File Updated June 2025.pdf

Infrastructure and Oversight

- **Consolidate the role of the IAC as the primary advisory body** in collaboration with existing partners (former GRTF stakeholders) and other key implementation partners (e.g. OFE) for university-wide internationalization efforts.
- **Establish a tracking system** (leveraging Interfolio and Workday) to measure and monitor faculty international activities and institutional partnerships.
- **Create a centralized digital hub** for international data, policies, and resources.

Faculty and Curriculum

- **Institutionalize global engagement in faculty** recruitment, promotion and reappointment criteria, and use institutional data (Workday, FSP, Digital Measures, etc.) to track and analyze faculty international work.
- **Launch workshops and seminars for faculty** to strengthen international research capacity, including COIL and Fulbright-focused programming.
- **Create a rubric in the SEEDS Core Curriculum to flag courses** with international or global content.

Student Support and Mobility

- **Expand scholarships and advising capacity** for outbound mobility.
- **Pilot low-cost and hybrid study-away programs** to enhance accessibility.
- **Conduct student surveys and stakeholder meetings** to assess barriers and tailor solutions.

Visibility and Recognition

- **Launch an annual international awards ceremony** to celebrate faculty and student achievements.
- **Create a dedicated web portal to showcase Montclair's global reach** and collaborations, with interactive data maps and featured stories.

5. Conclusion

Montclair State University has a strong foundation for internationalization, ***with highly committed faculty, staff and senior leadership. This event reinforced the belief that internationalization is a dynamic process and will be ongoing, beyond the many obstacles universities are currently experiencing.*** Notably, Dr. Harvey Charles mentioned several times how impressed he was with the work that had already been done—emphasizing that, in most cases, he has to initiate a process like this, whereas Montclair has already taken those steps and is ready to move forward. By implementing the above strategies through the IAC, the university can further enhance its global engagement and reputation.