SWOT and Other Proposed Analyses following the Internationalization Review
Why Internationalization?

• Well-equipped 21st 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.
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 International-ization Review, comprising a set of 60+ very comprehensive questions designed to let us understand the current state of international-ization 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.