



*—a Ferris State international education newsletter*

## **Strategic Planning: COIN Approach:**

Greetings from the Office of International Education. Ferris State has a long tradition of hosting international students, offering study abroad programs and exploring international opportunities. The long history of international efforts at Ferris is often described as Herculean and Sisyphean. There is some truth to this in that the biggest challenge has been our ability to sustain our international efforts and strengthen our collaborations.

By the spring of 2015, the OIE in its new avatar was able to expand international efforts and grow international student enrollment to 530 students from close to 50 countries. To address the challenge of sustainability, the Provost's Office tasked the OIE with reviewing past campus-wide international projects and analyzing the effectiveness and outcomes to chalk a plan to move forward.

We analyzed close to 80 different international efforts pursued by various stakeholders across the university and compared the relative effectiveness of each of the endeavors. We realized from the analysis that we do not have an effective tool to evaluate the quality and the value of potential international opportunities. So, we developed an approach called the COIN model, which we are sharing here.

We hope that this model is adopted by individual colleges to explore study abroad opportunities, international collaborations, and student recruitment efforts. The model can be adapted to assess other areas as well.

Individual program/college direction needs to be aligned with the collective Institutional needs. The COIN model provides a rubric to bring symbiosis among various stakeholders and synergy and sustainability to our various international efforts. What do we need to achieve our collective vision and goals?

***Consensus and a strategic commitment to achieve them!***

Dr. Piram Prakasam  
Executive Director, Office of International Education



## The OIE's COIN Approach:

### *A Systematic & Logical Approach to Assessing International Opportunities*

The OIE provides support to the campus community to develop, execute, and sustain international efforts in areas such as international enrollment, experiential learning, faculty professional development, program development, and branding among others.

Investment in international collaborations has the potential to benefit the campus in many ways. However, in today's challenging environment of decreasing resources and student enrollment, the opportunities in which we choose to invest time and resources must have a multiplier effect to address our core areas of focus.

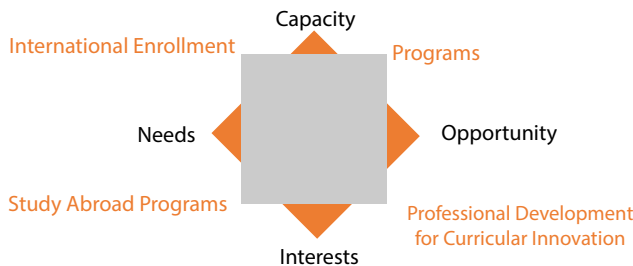
To create a sustainable and cohesive approach to campus internationalization efforts, the OIE has developed the COIN approach. The COIN approach is based on six key areas that impact our campus and students as outlined below:



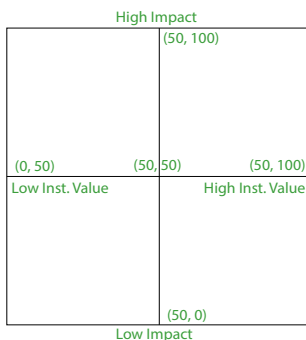
Using the above key variables for academic success and reviewing the various international opportunities pursued by various stakeholders, the OIE developed this rigorous tool to assess international opportunities that present themselves to help determine the potential multiplier effect to benefit Ferris. It can be used to inform decisions about where and when to invest time and resources. These decisions must take into consideration:

1. **C**apacity for student success
2. **O**pportunity for academic program development
3. **I**nterests of faculty & staff
4. **N**eeds of the University

When the above four are in alignment with the academic success criteria, international opportunities have a higher chance of success. The figure below illustrates the COIN approach and how various international efforts can impact our University.



In our COIN approach, each individual international project is evaluated by calculating two values (using a 100 point scale): Institutional value and Impact value. The two values can be plotted on a cartesian plane where the x-axis represents the Institutional value and the y-axis represent the Impact value. The Institutional value is the sum of the values assigned to each of the COIN criteria. The impact value is the sum of the values assigned for the six criteria for academic success.



This rigorous approach allows for evaluating various international projects in a graphical way by plotting the Institutional value and the Impact value in the x and y axis. Projects rated higher would be in the first quadrant and are opportunities to be pursued and the ones that are lower are opportunities that do not merit Institutional commitment. It simplifies the decision-making process to University leadership allowing for optimization of energies resources, and time.

In Issue 3 of our newsletter, we wrote about the Double Degree program with our German partner, Hochschule Rhein-Waal University (HSRW). This project scored high on both Institutional Value and Impact Value using the COIN approach. Although the collaboration with HSRW German partner demonstrates the multiplier effect that a successful international collaboration can have, of the 80 international projects across campus that we analyzed, many did not have successful outcomes, nor did they score well using the COIN model.

It is our hope that the COIN model can be used campus-wide to evaluate potential opportunities and inform decisions on investing time and resources. Taking a strategic approach to international engagement has the potential to mitigate some risk and amplify the benefits across campus.

Lisa von Reichbauer  
Assistant Director, Office of International Education





## In Context

1. **Read:** Strategic Plans are Less Important than Strategic Planning- Harvard Business Review- <https://hbr.org/2016/06/strategic-plans-are-less-important-than-strategic-planning>
2. **Watch or Listen:** The Global Power Shift - Paddy Ashdown at TedX Brussels- [https://www.ted.com/talks/paddy\\_ashdown\\_the\\_global\\_power\\_shift/details?referrer=playlist-the\\_big\\_picture](https://www.ted.com/talks/paddy_ashdown_the_global_power_shift/details?referrer=playlist-the_big_picture)
3. **Read:** Why Higher Education Needs Scenarios in University Business- <https://www.universitybusiness.com/article/why-higher-education-needs-scenarios>
4. **Read:** Getting the Most out of University Strategic Planning - Rand Corporation- [https://www.rand.org/content/dam/rand/pubs/perspectives/PE100/PE157/RAND\\_PE157.pdf](https://www.rand.org/content/dam/rand/pubs/perspectives/PE100/PE157/RAND_PE157.pdf)



## A Moment In Time:



An inclusive path forward requires thoughtful approaches structured through deliberative dialogs. Pictured: Students from three different Humanities classes came together and engaged in a deliberative dialog on the Refugee Crisis. The OIE coordinated the Ferris Foundation funded project “Difficult Dialogs in the classroom”. It is a collaborative effort between Humanities faculty, OMSS, CLS, PEP, EII, and the OIE.



## Upcoming Events:

1. December 13 – International Alumni Beginnings 11:00-12:00 pm in IRC 104 (open to all international students who are graduating or completing their semester exchange)
2. December 14- International Holiday Celebration Potluck 5:00-7:00 pm in IRC 115 open to faculty and staff
3. Fridays at 1:00 pm in IRC 104 – Weekly Study Abroad Workshops (open to all students)

Imagine more...

