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# Collaboration in Campus-Wide Internationalization Initiatives: A Case Study of the BEYOND Initiative at Ferris State University

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ABSTRACT

The purpose of this study is to explore how the collaboration of stakeholders across a college campus influences the success of a campus-wide internationalization initiative. A case study analysis was conducted to provide insight into collaboration efforts in a campus-wide internationalization initiative. Faculty and staff who have been involved with the BEYOND Initiative at Ferris State University (FSU) were surveyed to gauge their perspectives on the level of collaborative development within the initiative.

Kezar's (2005) model of collaboration development and Knight's (2008) definitions of internationalization and internationalization "at home" provide a framework for this study. The findings were analyzed on the basis of collaboration as the foundation of internationalization, using Kezar's (2005) three stages of collaboration development: building commitment to collaboration, commitment to collaboration, and sustaining collaboration.

This study determined that the BEYOND Initiative at FSU has fulfilled partial elements of each of the three stages of collaboration development. The initiative has not moved past the first stage, building commitment to collaboration, since not all of the elements within the first stage have been fully satisfied. Therefore, the internationalization efforts of the initiative have not yet been entirely successful. Suggestions for reaching sustainability in collaboration, leading to success in internationalization efforts of the initiative, are provided, as well as recommendations for further research. This study produced a valuable case for other institutions that desire to assess collaboration in internationalization efforts.

*Keywords:* collaboration, internationalization, BEYOND Initiative, FSU