

ACE INTERNATIONALIZATION LAB

How It Works & How It Can Help Your Institution

Cohort #17 Opening Meeting
August 9, 2019



American Council on Education (ACE)

Mission and Goals

- Umbrella organization
- Leadership & advocacy
- National & international mission

Membership

- Approximately 1800 institutions
- All sectors of U.S. higher education

ACE Internationalization & Global Engagement

Programs & Research

Internationalization of colleges & universities

Global engagement of ACE

Higher education advancement worldwide

The ACE Internationalization Laboratory

- A selective learning community that assists participating institutions in developing capacity, capability, and strategy for comprehensive internationalization.
- Involvement lasts 16-20 months.
- Each cohort is 12-18 institutions.
- Over 150 institutions (including you!) have participated.
 - U.S. and international
 - All sectors



Lab as a Change Process

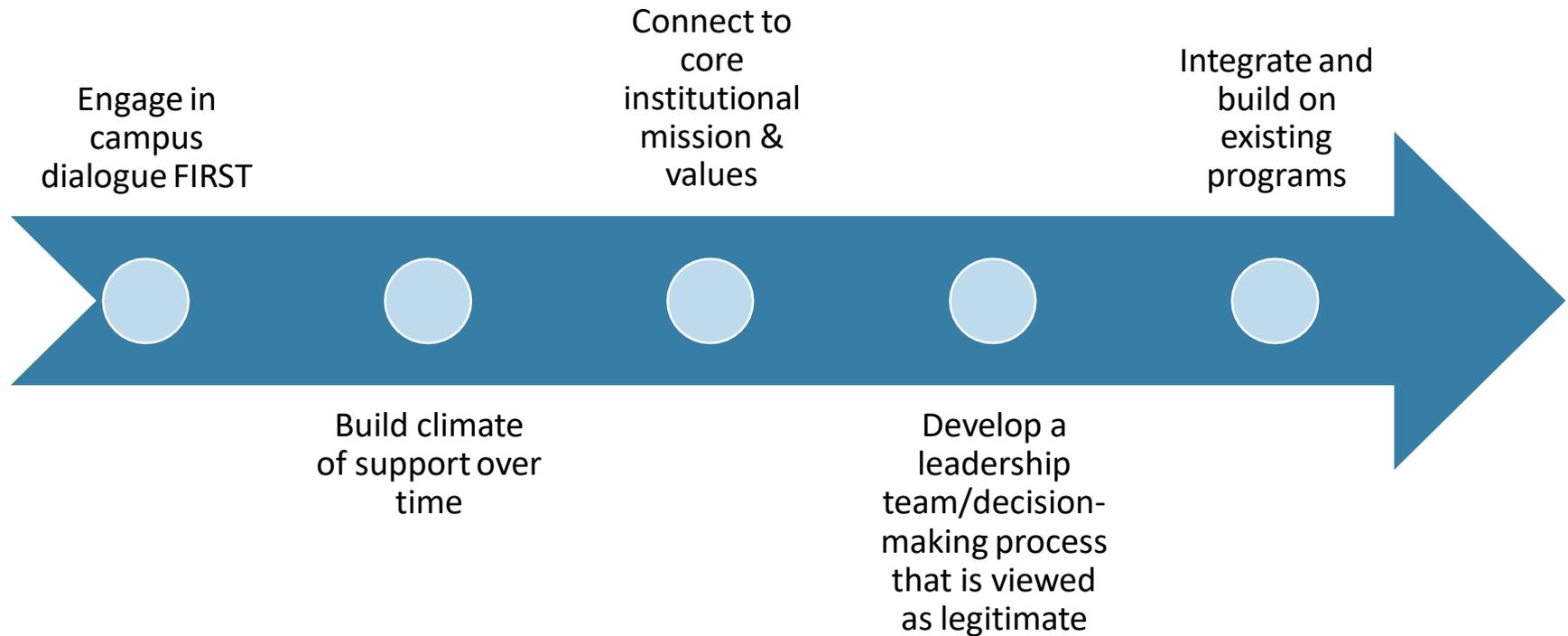
Colleges & universities are value-driven institutions where words, goals, and mission matter

- Put “sense-making” at the center of planning
- Honor distributed leadership structure, ideal of shared governance
- Recognize different constituencies with different goals

Jackson Kyle 2012

Lab as a Change Process

Academic Change Strategies



The Lab Process

- Each institution forms an internationalization leadership team.
- Each team does on-campus work.
 - An internationalization *review*
 - *Analysis* of the relationship between activities, capacities, & goals
 - Drafting of an internationalization *plan*
- Team leaders attend 3 meetings at ACE.
- ACE Advisors guide the team.
 - Site visit
 - Peer review visit
 - Monthly conference calls with team leaders
 - Web chats
 - ACE Engage community

See Cohort #17 Lab process timeline

Fall 2019:

Getting Up and Running

- Appointing the committee – **see Lab Briefing**
 - Charge from the president or provost
 - 2-4 chairs, 12-16 members (or more or less)
 - Wide representation
 - Meet at least monthly
- Site visit – **see Lab Briefing**
 - Arrival mid-to-late afternoon
 - Dinner meeting with team leaders
 - Next a.m. meet with president, provost, Internationalization Lab team, deans' council, other appropriate groups to begin the review process
 - Afternoon departure

Opening meeting: You're here!

Winter-Summer 2020: The Internationalization Review

A process for ...

- Taking stock of current international and global initiatives (covers the 6 pillars of the ACE Model).
- Collecting and analyzing information as a basis for the internationalization report.
- Identifying strengths, weaknesses, gaps and possibilities for new strategic activities.
- Engaging people across the institution in a discussion of internationalization.

See **“Lab Briefing: Questions to Guide the Internationalization Review”**

Mid-term meeting: February 20, 2020

Summer-Fall 2020: The Internationalization Report

Variations:

- Report on **findings** of the internationalization review
- Report on findings AND **recommendations for action**
- Report on findings, recommended actions, AND an **implementation plan** (activities, schedule, timeline, resources)

See sample reports in the Lab Library

Closing meeting: November 2020

Spring 2021: Wrapping Up

- Peer review visit – **Lab Briefing available**
 - Advisor + 2 peer reviewers
 - Includes review of draft campus report
 - Mutual learning experience
- ACE report to president, provost, committee chairs
- Implementation & on-going relationship
 - Lab 2.0



What Works

Patient persistence

- Looonnnggg process, one step at a time
- Avoid temptation to analyze first
- Iterative

Get people talking – create a buzz

- Look beyond the “usual suspects”
- Draw in multiple voices at different (and appropriate) points
- Get the “tentacles” out there
- Help people get to know internationalization leaders
- Tap outside colleagues & experts

Engage leaders consistently and appropriately

- “Who has the juice”?

What Works

Be prepared for messiness

- Committee operations
- Uncovering internationalization strengths & weaknesses

Roll with the punches

- 1 in 3 of you...

Communicate successes

Tie to overall mission, strategy, and goals of the institution

Benefits of the Lab

Peer-to-peer
engagement as
part of a **learning
community**

**Increased
attention** to
internationalization
campus-wide

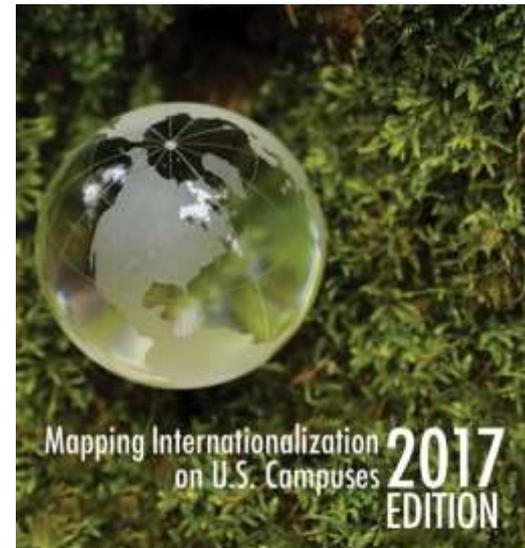
Regular access to
**expert
consultation &
research**

Opportunity to
**learn from the
experiences** of
prior participants

**A customized
process** to meet
institutional needs

ACE Resources

- Lab Library
 - Lab Briefings
- Internationalization Toolkit
- Internationalization in Action
 - See installment on committees
- ACE Insights
- Internationalization Collaborative
- **NEW: ACE Engage & Regional Summits**



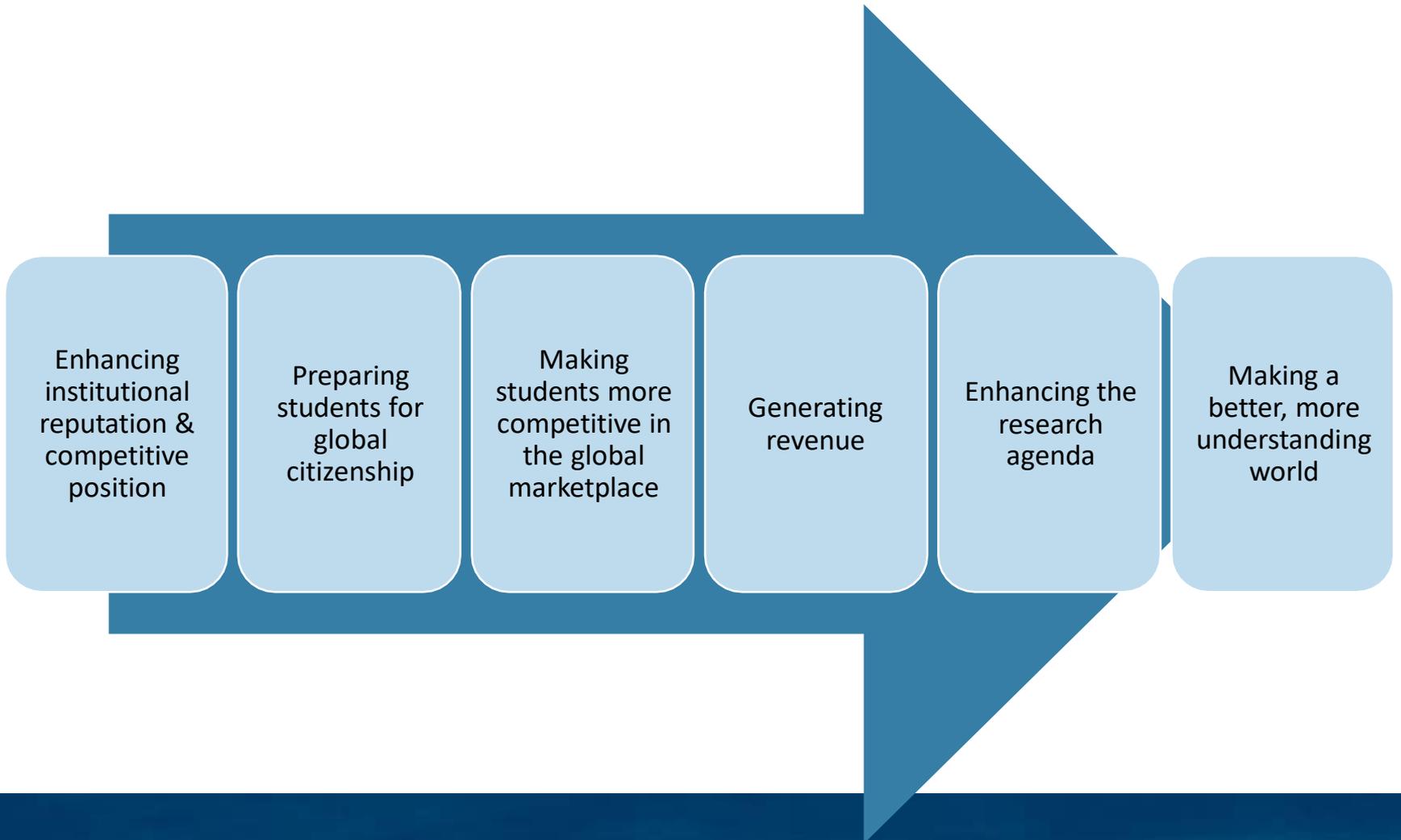
Final Thoughts

Comprehensive internationalization is not just
“What are we doing?” ...

- ✓ Study abroad
- ✓ International students and scholars
- ✓ Linkages/institutional partnerships and exchanges
- ✓ On-line education (virtual study abroad) and internationalized courses
- ✓ Area studies programs
- ✓ Foreign language
- (interdisciplinary)
- ✓ International business (multi-regional, discipline-based)
- ✓ Research collaboration
- ✓ Dual and joint degree programs
- ✓ Outreach
- ✓ Cross-cultural events and training
- ✓ Etc.....
- ✓ International studies

Final Thoughts

...Comprehensive internationalization answers
“Why are we doing this?”



Final Thoughts

Comprehensive internationalization addresses
“What do we want our institution to be?”

- Comparison of our institution to others through a review of internationalization efforts at similar institutions.
- Developing the human capital of our faculty, staff, and students.
- Finding our hidden treasures and celebrating successes.

Questions?



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