

PERVASIVE INTERNATIONALIZATION:

A Call to Renewed Leadership

APLU Annual Meeting

November 13-15, 2016

Austin Texas

Task Force of the Commission on International Initiatives

The Central Importance of Internationalization for APLU

- Two-fold message:
 1. Internationalization matters
 2. Internationalization is not about one thing; it is about everything
- Special role for APLU institutions for internationalization
- University leadership support is critical

Context for Internationalization

2004 Context

- 9/11 attacks
- Student mobility fears
- US retreat from engagement
- Isolationist trend

2004 Goals

- Reverse enrollment decline
- Increase Education Abroad
- Foreign language teaching
- Branch campuses
- Title VI

Context for Internationalization

2016 Context

- 8-10 years growth
- Exploding enrollments
- New programs & partnerships
- Global competition

2016 Goals

- Balance international enrollment
- Education Abroad
- Strategic partners
- Global research
- Faculty opportunities
- Internationalizing curriculum
- Global topics (food, energy, water)

The Context and Key Issues for Internationalization in 2016

1. Find the right balance for international enrollment
2. Expand Education Abroad Opportunities
3. Deepen “Strategic Partnerships”
4. Foster global research connections/build collaborative institutional teams
5. Increase faculty international opportunities
6. Internationalize the curriculum
7. Focus on critical global topics (food, energy, water, etc.)

Comprehensive Internationalization

- Infuses international perspectives into the university's teaching, research and service missions
- Represents a commitment as well as actions
- Serves as an institutional imperative rather than an “add-on” activity or another desirable option

Pervasive Internationalization

- Takes comprehensive internationalization to the next level
- Calls for an even more aggressive global action plan
- Recognizes that internationalization strategies are broader and more sophisticated in 2016 than in 2004
- Acknowledges that strategies are still in a “phase of experimentation”; time is ideal for innovation



Taking the Temperature for Internationalization at APLU Institutions

1. Survey of APLU SIOs
2. Predictions by SIOs for “dramatic changes” in the next 5 years
3. SIO “what if” scenarios for next 5 years

Taking the Temperature for Internationalization at APLU Institutions

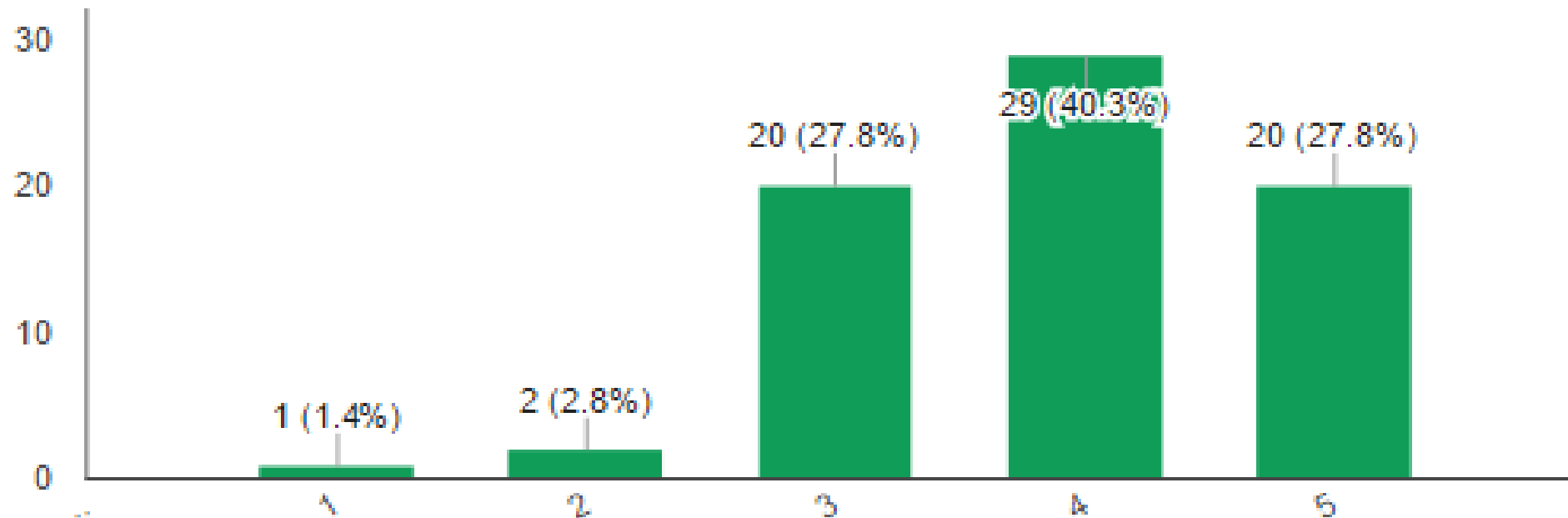
- Survey to all SIOs with 72/ 191 Schools responses - 38% Response Rate
- Themes:
 - Commitment to Internationalization
 - State of Internationalization at institution: points of pride and areas for improvement
 - Pervasiveness of Internationalization:
 - Future Direction: Major trends shaping internationalization in the next five years
 - Drivers for internationalization at institution

Commitment to Internationalization

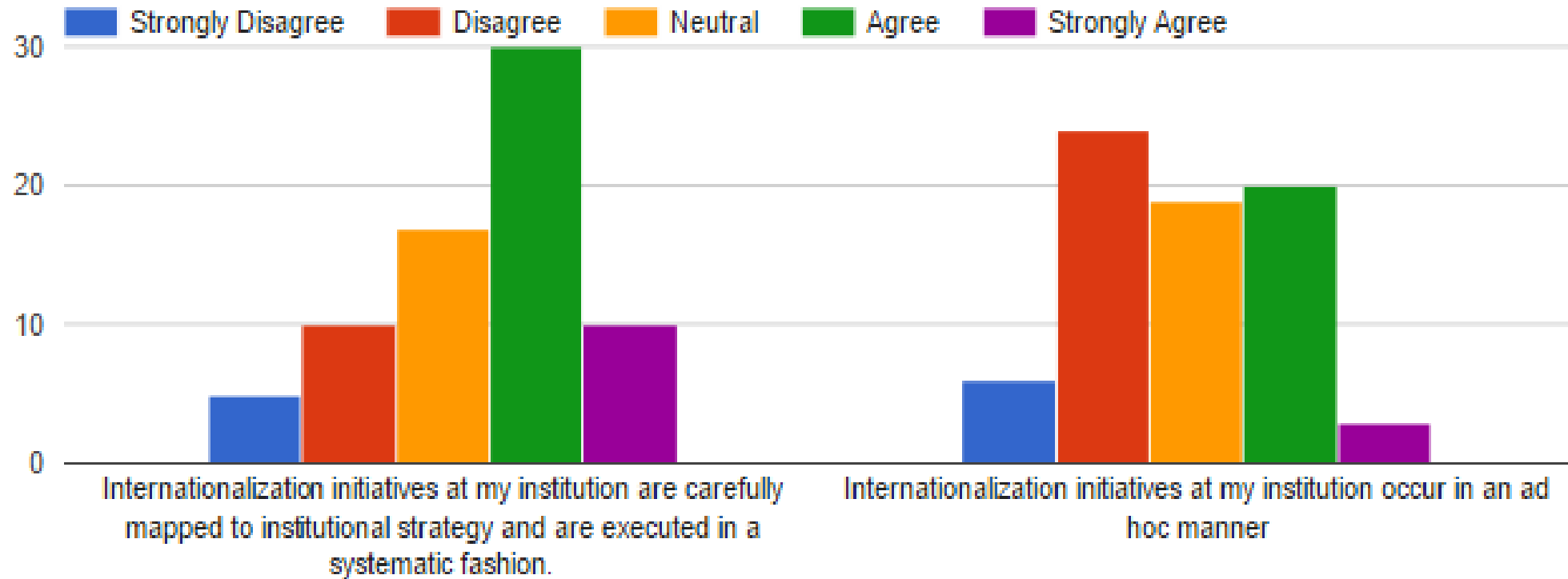
1
No commitment
to internationalization

2
Sporadic international
activity across campus

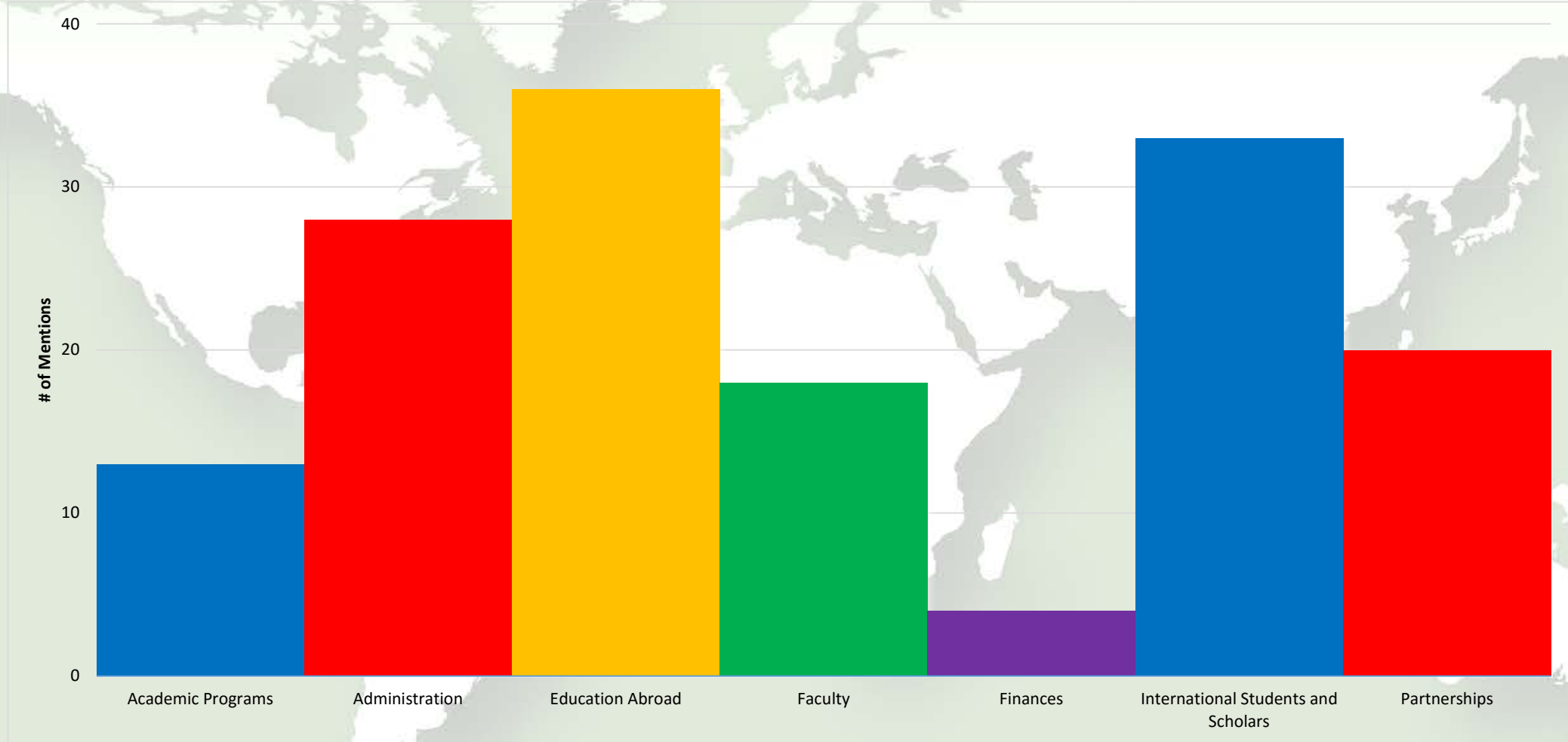
3
4
5
Highly committed
administration,
faculty, and students



Models of Internationalization at APLU Institutions

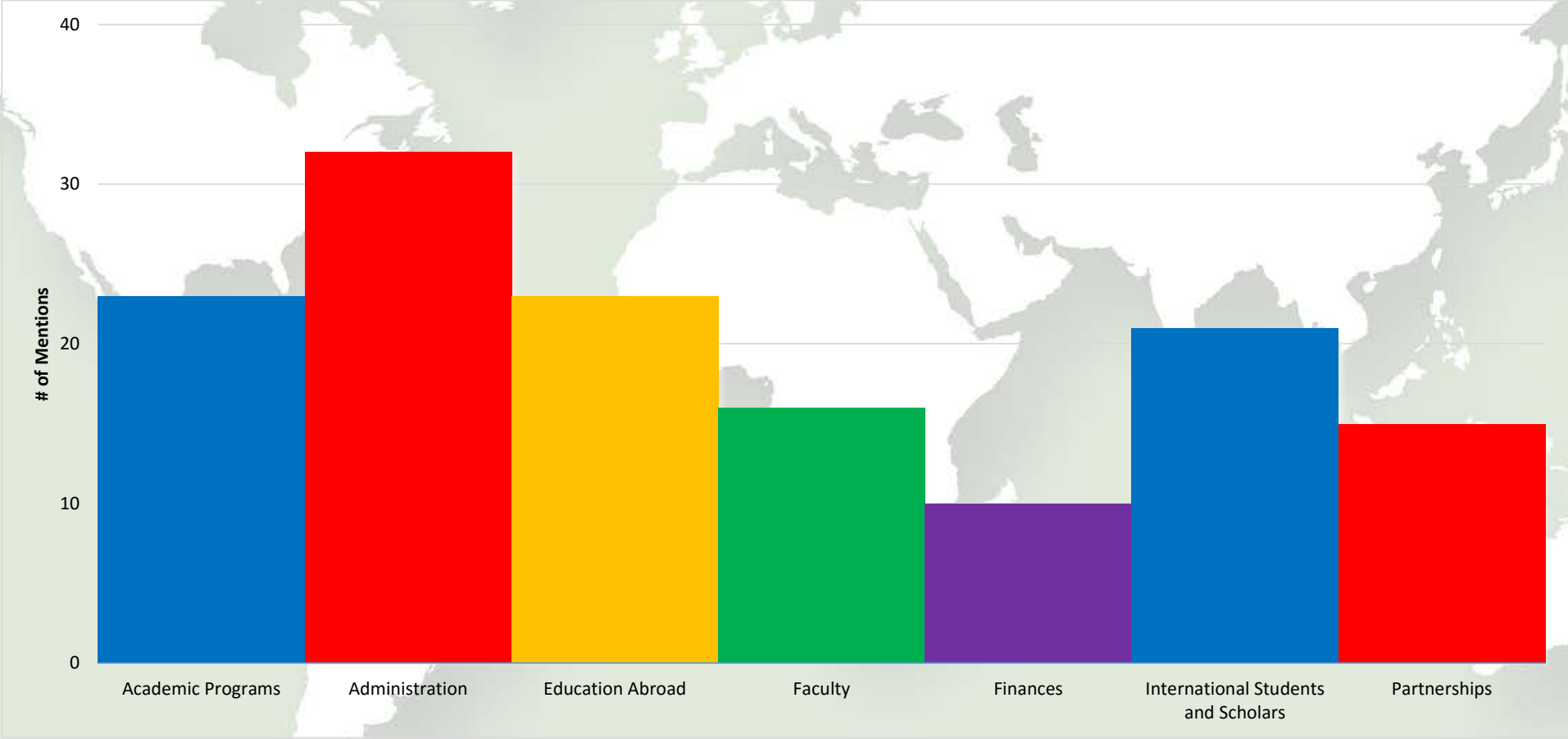


“Points of Pride”



Report from the APLU Commission on International Initiatives

Opportunities for Improvement



Report from the APLU Commission on International Initiatives

Pervasiveness of Internationalization

- **International Research**

Strengths

- Faculty incentives
- Funding
- Global Operation Support
- Institution's International Strategy

Opportunities for Improvement

- Faculty Incentives
- Funding
- Strategy
- Infrastructure
- Partnerships

Pervasiveness of Internationalization



- **Integrating Internationalization into the curriculum across multiple disciplines**

Strengths

- Education Abroad
- Foreign Language Instruction
- General Education
- Internationally-focused Academic Programs

Opportunities for Improvement

- Faculty Engagement
- General Education
- Study Abroad
- Leadership Support
- Internationally-focused Academic Programs
- Integration of International Students
- Intercultural Education

Pervasiveness of Internationalization

- Engaging faculty in international activities

Strengths

- Funding
- Training
- Faculty Incentives

Opportunities for Improvement

- Faculty incentives
- Funding
- Infrastructure
- Faculty Training

Pervasiveness of Internationalization

- **Approach to supporting students' international activities**

Strengths

- Cultural Programming
- Resources
- Support for Education Abroad

Opportunities for Improvement

- *Resources*
- *Support for Education Abroad*
- *Coordination with other units*
- *Integration of International Students*

Pervasiveness of Internationalization

- **Building and strengthening administrative operations to support global activities**

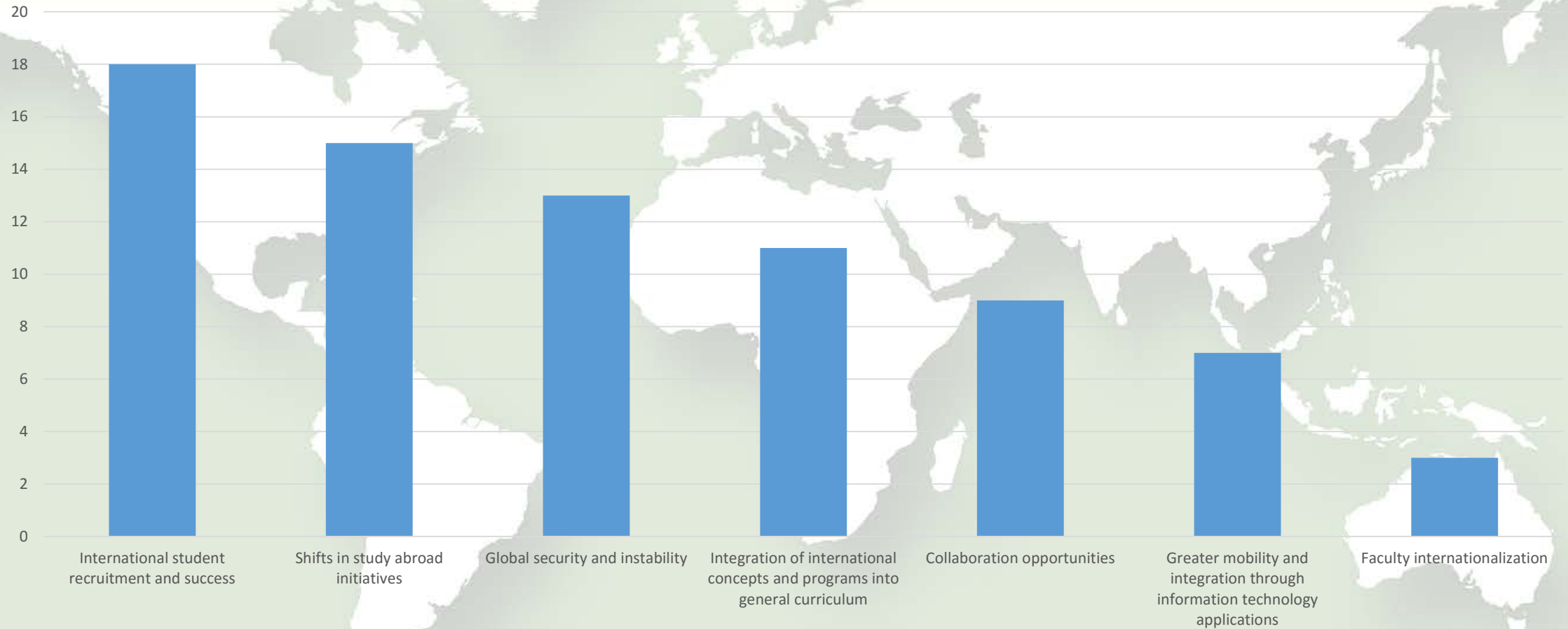
Strengths

- Centralized office/Office of International Affairs
- Online Travel Registration
- Updating old policies
- Investment in technology/software

Opportunities for Improvement

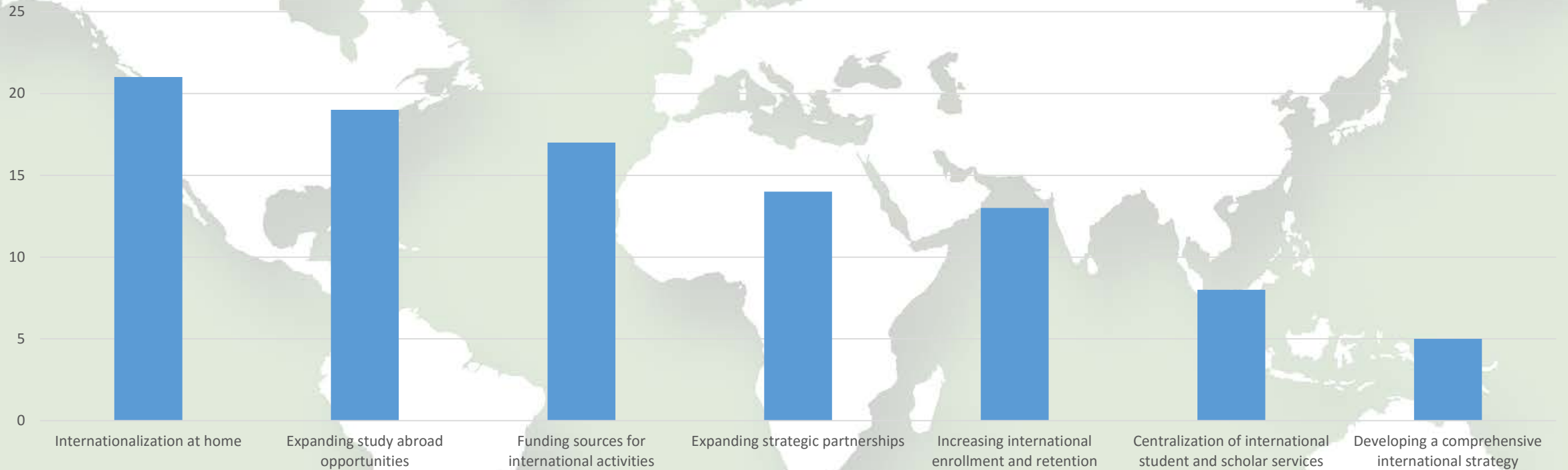
- “The areas that are in need of improvement are the promotion of human resources training for international management and representation, strengthen the infrastructure and services to foster internationalization, legal and risk management structures to support faculty and student international activities, streamlined travel policies, staff training, information systems and actively seeking solutions for support of international activities”

Future Direction



Report from the APLU Commission on International Initiatives

Top Priorities for Internationalization – SIOs



Report from the APLU Commission on International Initiatives

Predictions about Dramatic Changes by 2021

1. Political situation

- Fear of withdrawal and isolation
- Terms mentioned: terrorism, anti-globalization, ultra-nationalism, global instability, fear

2. Legislatures

- Reduced fiscal and policy support even when legislators are sympathetic
- Universities should explain better how international activities benefit states

3. Funding

- Return on investment will be a major driver for international activities
- Universities need new creative models to support internationalization; more emphasis on fundraising is likely

Predictions about Dramatic Changes by 2021

4. Universities

- What is the right approach to international student enrollment? What if there are major shifts in enrollment (China, India, Saudi Arabia)?
- What educational models are best: (Joint campuses? Distance learning? Dual degrees? Globalized classrooms?)
- Research collaborations: Substitutes for reduced funding? Public-private partnerships? Multilateral relations? Interdisciplinary teams?
- Increase Education Abroad opportunities: Types of options? Risk management? Student numbers?



Report from the APLU Commission on International Initiatives

“What If?” scenarios from the 2004 APLU report, “A Call to Leadership: The Presidential Role in Internationalizing the University”

What if? ...

- Internationalization was included in all APLU member strategic plans?
- Growing global research partnerships was an institutional priority?
- Faculty searches were international with global experience preferred?
- Opportunities for student international internships were expanded?
- Every department included courses designed with int’l partners?
- “Chief international executives” reported to chief academic officers and were positioned to interact effectively with deans and cabinets?

Taking the Temperature: “What If?” Scenarios for the Next 5 Years

- ✓ What if funding was readily available for internationalization and Education Abroad?
- ✓ What if we cared as much about international collaboration as we do about international enrollment?
- ✓ What if we made major strides to measure internationalization and its impact?
- ✓ What if every president or provost created a signature international program?

Taking the Temperature: “What If?” Scenarios for the Next 5 Years

- ✓ What if enhanced distance education, dual degree programs, and an emphasis on “global competence” were more central to efforts to globalize student bodies?
- ✓ What if state legislatures had more of an international perspective or recognized the positive revenue impact of university international activities?
- ✓ What if internationalization strategies focused on “outcomes” rather than inputs or outputs?

8 Take-away Messages for APLU Presidents

1. Presidents are essential for building support for pervasive internationalization
 - They connect it to institutional core mission and values;
 - They can articulate a bold vision and a set of goals;
 - They can measure for accountability and reward units for success.
2. Presidents can best promote internationalization as a necessity, not as an “add-on”
3. Value of global connections, not revenue, should drive internationalization
4. Presidents can assure including international perspectives for all major decisions
5. Better measures for internationalization are needed; counting students or events is not enough

8 Take-away Messages for APLU Presidents

6. With changing demographics, institutions must rethink how to provide international experiences and perspectives to non-traditional students
7. Collectively, presidents should advocate that all APLU institutions play a role in enhancing connections between the U.S. and the world. They should support national and state policies that facilitate global engagement.
8. As some of the world's great research institutions, public universities must address critical global problems such as climate change, food security, energy, gender equality, global health, inequality, poverty and water