



# Comprehensive Internationalization: An Action Agenda

A Presentation for NAFSA's 2012 Regional Conferences



## Presenters:

- ✦ Amy Henry, Georgia Institute of Technology,  
[amy.henry@gatech.edu](mailto:amy.henry@gatech.edu).
- ✦ Adria Baker, Rice University, [abaker@rice.edu](mailto:abaker@rice.edu)



## Why Comprehensive Internationalization?

- ✦ Once upon a time....
  - ✦ Internationalization = international students & scholars on campus and robust study abroad program
- ✦ Today's institution embracing a broader definition
  - ✦ International students & study abroad
  - ✦ Internationalization of the curriculum
  - ✦ Internationalized research agendas
  - ✦ Collaborations/partnerships with institutions abroad
  - ✦ Intentional engagement of the faculty



## Comprehensive Internationalization (CIZN)

- ❖ Comprehensive internationalization is:
  - ❖ a commitment,
  - ❖ confirmed through *action*,
  - ❖ to integrate international, global, and comparative perspectives throughout the teaching, research, and service missions of higher education.
  
- ❖ It is a means to advance the core learning, discovery, and engagement objectives of higher education in a 21<sup>st</sup> century context.



# Paradigm Shift in Scale, Scope and Institutional Culture

- ⊕ Must become a broadly shared vision throughout the institution:
  - ⊕ All institutional missions
  - ⊕ All students and majors
  - ⊕ All faculty and staff
- ⊕ Defines institutional missions and values in global terms as well as in local or national terms.
- ⊕ Extends roles and responsibilities to a wider range of players



## Differing Paths to CIZN

- ⊕ Institutional approaches are shaped by
  - ⊕ Missions, values and priorities
  - ⊕ Institutional starting points
  - ⊕ What is possible at any point in time
  - ⊕ Modes of operation
- ⊕ No “best” model, and no “checklist” to follow.
  - ⊕ The best model for any institution is the one that fits its missions and circumstances



# Commitment to Common Aspirations Following Different Paths

- ✦ Mainstream: Expand faculty and student engagement
- ✦ Integrate CIZN into core institutional missions
- ✦ Expand who supports and contributes: Beyond the international office to academic and support units
- ✦ Interconnect CIZN activities to produce synergies



## Beyond Concepts: Action Roles for CIZN

- ✦ Core responsibilities for all international education (IE) professionals
  - ✦ Know key concepts: definition, rationales, motivations relationship to own institution's mission
  - ✦ Understand faculty perspectives on CIZN
  - ✦ Find opportunities to "spread the word"





## Beyond Concepts: Action Roles for CIZN (2)

- ❖ Expanded responsibilities for those participating in leading CIZN or leading a component of it (e.g., study abroad)
  - ❖ Encourage a bold vision & goals for CIZN
  - ❖ Build cross-campus partnerships
  - ❖ Recognize your roles to advance CIZN
  - ❖ If you lead a component, expand how your area contributes.

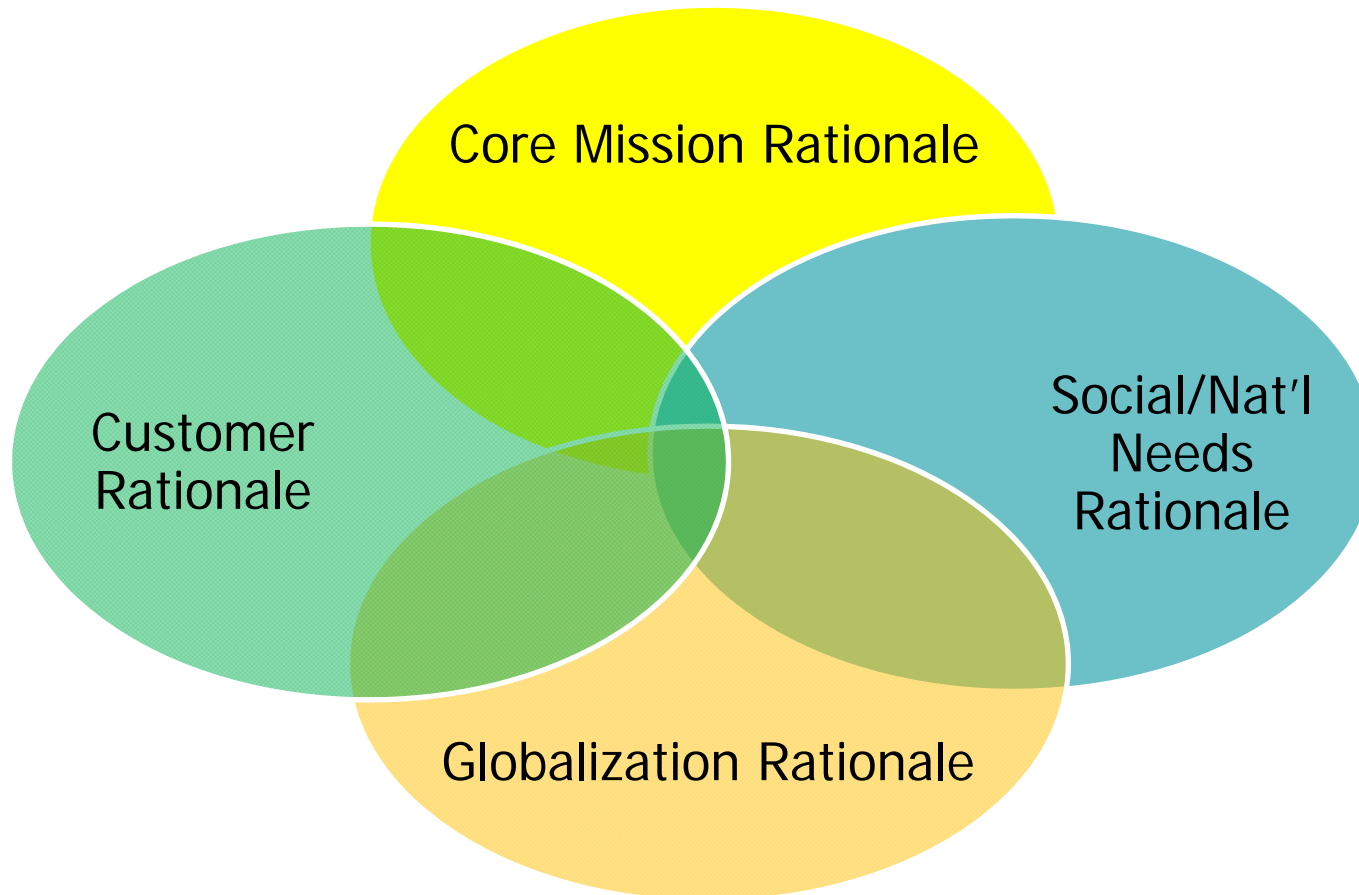


## Actions All IE Professionals Can Take

- ✦ Know key concepts and rationales
- ✦ Be able to tie CIZN to institutional missions
- ✦ Understand faculty perspectives—what is important to them
- ✦ Translate knowledge into action, including to seek opportunities to “spread the word”
- ✦ Think of ideas, projects and programs that can help move CIZN forward step by step
- ✦ Think: What can you do, how can you contribute to the larger picture

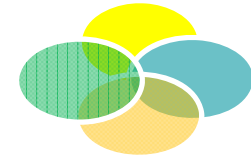


## Rationales & Key Drivers of CIZN





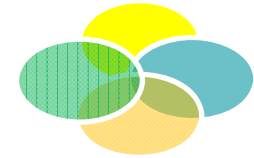
## The Core Mission (Business) Rationale



- ✦ The “business” of universities is ideas and innovation
- ✦ Creation of knowledge through research
- ✦ Transmission of knowledge to learners
- ✦ Translating knowledge into action for society’s benefit



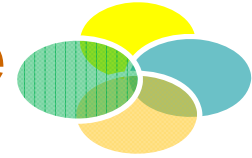
## The Client Service Rationale



- ✦ Higher Education has customers—who are they?
  - ✦ Our students/graduates
  - ✦ Our communities
  - ✦ Our businesses and employers



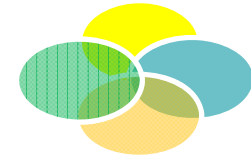
## The Social and National Needs Rationale



- ✦ Foster global relationships, peace and justice
- ✦ Improve cross-cultural understanding



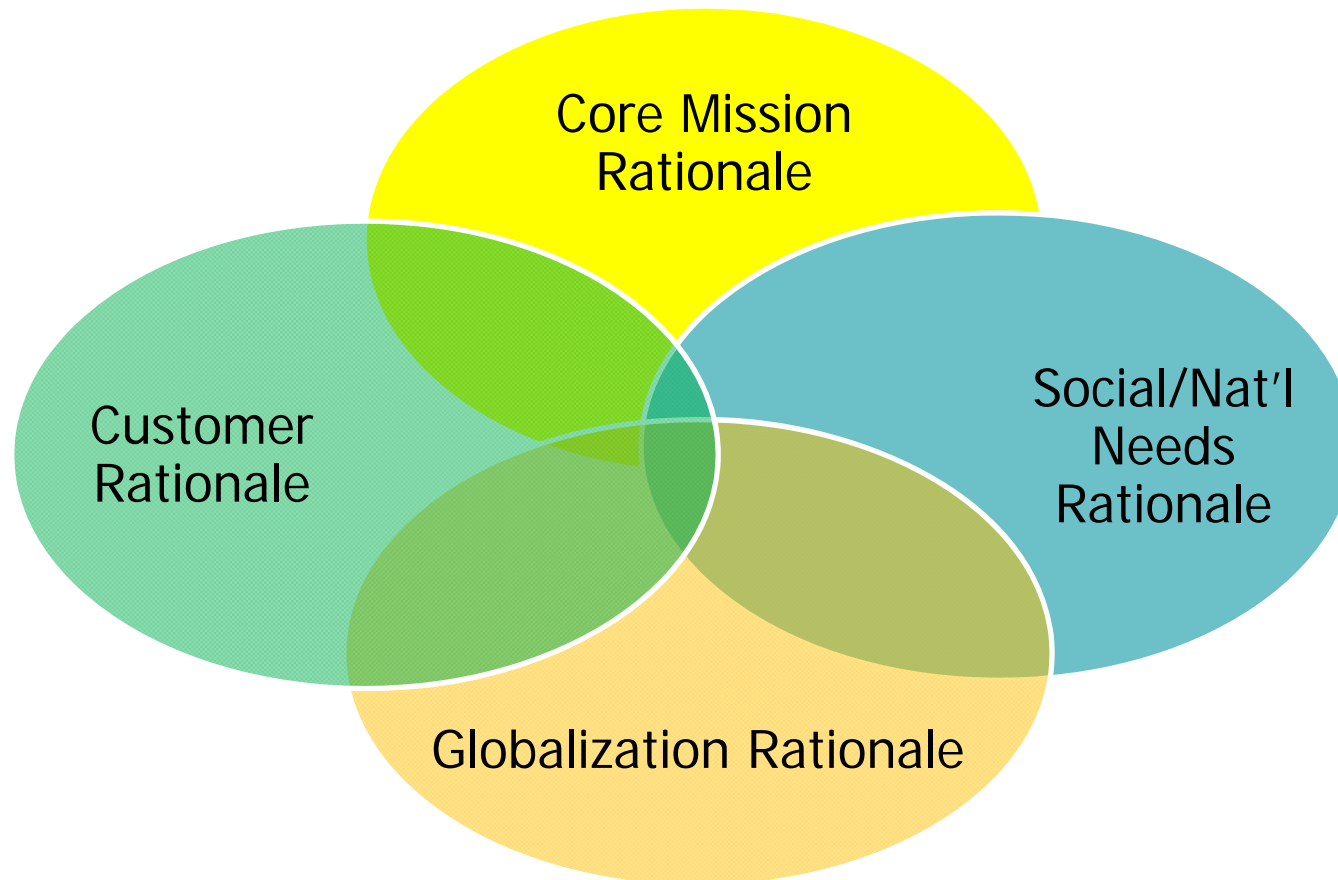
## The Higher Education Globalization Rationale



- ✦ Growth and spread in global higher education
  - ✦ Instructional demand and capacity
  - ✦ Research capacity
- ✦ Increased cross-border partnerships in higher education.
  - ✦ Trade and competition
  - ✦ Collaboration



## Discussion: Which rationale(s) drive your institution?







## Connecting CIZN to Institutional Mission

- ✦ Know your institution's mission
  - ✦ Does it mention internationalization? Globalization?
  - ✦ Does your president/provost talk about internationalization?
  - ✦ If not, do you have opportunities to change these?



## Understand Faculty Perspectives

- ❖ Without the faculty engaged in internationalization, it is impossible to internationalize curriculum and learning and research
- ❖ What drives and motivates faculty to do anything?
- ❖ Enter into conversation with key faculty to:
  - ❖ Hear their perspectives, ideas and concerns
  - ❖ Come up with examples of ways in which faculty engagement would help you and with internationalization, but also benefit them



## Actions All IE Professionals Can Take

- ❁ “Spread the word”
  - ❁ Depending on your audience...
    - Point out the connection to the mission
    - Select and explain the rationale(s) that make sense to that audience
- ❁ What are the ideas, projects, programs that can move CIZN forward (step by step)?



## Encourage a Bold Vision & Goals

### ✦ Why?

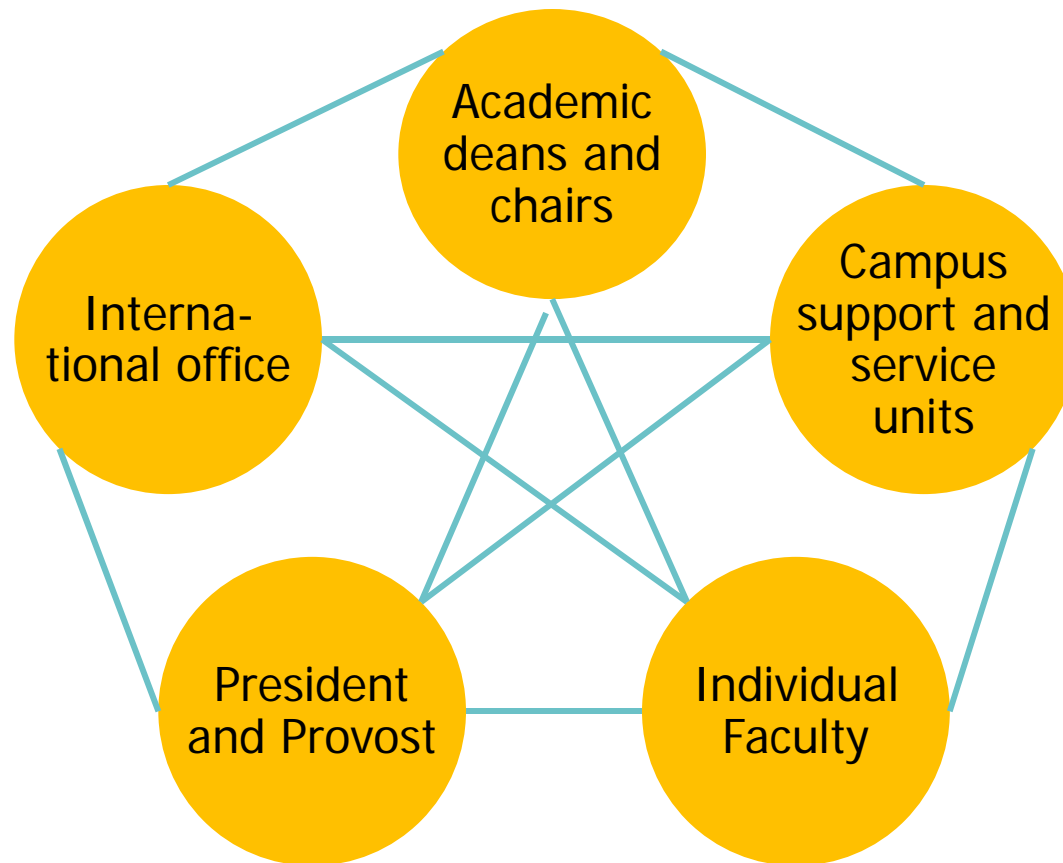
- ✦ Timid visions/goals only tweak the status quo
- ✦ Bold visions challenge accepted norms—stimulate change
- ✦ Have potential to distinguish the institution

### ✦ Examples

- ✦ International, global, and comparative content will permeate all institutional missions (teaching, research, and service).
- ✦ “Access to international, global and comparative content and perspective will be provided to all students and in all majors.
- ✦ All faculty, students and staff will have opportunity to acquire international, global, and comparative understanding and experience.



## Build Cross Campus Partnerships





## Recognize Opportunities, Anticipate Challenges

### ✦ Opportunities

- ✦ Strategic planning initiatives
- ✦ Core curriculum revisions
- ✦ Groundbreaking work in peer institutions
- ✦ New funding or income-generating opportunities
- ✦ Strategic partnerships

### ✦ Challenges

- ✦ It is someone else's job, not mine
- ✦ Mainstreaming access threatens quality
- ✦ Local vs. global is a zero sum game
- ✦ Resources aren't sufficient
- ✦ Overcoming bureaucratic inertia



## Recap: Keys to Fostering CIZN

- ⊕ Know what CIZN is, and be able to articulate rationales that relate to your institution's missions
- ⊕ Understand faculty perspectives, administration perspectives
- ⊕ Take action to:
  - ⊞ Encourage a bold vision & goals for CIZN
  - ⊞ Build cross-campus partnerships
  - ⊞ Recognize organizational opportunities to advance CIZN
  - ⊞ Anticipate challenges



***What are Examples of Cross-Campus Partnerships?***

***What can I do from where I sit?***

***Other Discussions & Questions***

**Thank you!**