



# Advancing Campus Internationalization and Institutional Review

CONAHEC Conference  
San Juan, 2005

Dr. Christa Olson, Associate Director of International Initiatives  
Center for Institutional and International Initiatives  
[Christa\\_olson@ace.nche.edu](mailto:Christa_olson@ace.nche.edu)

# Introductions and Objectives for the Workshop

## Participants will be able to...

- Articulate international learning goals
- Explain what can be gained by conducting an internationalization review
- Describe the review process to others
- Follow-up with like-minded colleagues
- Consult ACE internationalization resources available to them.

# Introductions

- Who are you?
- What institution do you represent?
- What do you do there?
- What is your goal for our day together?



# Agenda

- Defining and Advancing Internationalization
  - Presentation + small group discussion
- Articulating International Learning Outcomes
  - Presentation + small group exercise
- Conducting an Internationalization Review
  - › Process & Preparations for An Institutional Review
  - › Small Group Discussion
- Reporting Back and Concluding Comments



# ACE International Agenda

- To serve as a resource for our members
- To help U.S. institutions enhance their international activities, dimensions, and outlook.
- To advocate for international education to policy makers and the public.
- To maintain active linkages with associations and organizations around the world



# For some internationalization means...

- adding programs or courses OR
- increasing the number of students going abroad, AND/OR
- increasing the number of international students on campus

# What do we mean by Internationalization?

Internationalization: the process for integrating international/intercultural content into the teaching, research and service functions of the institution.



# Typology of Change

Shallow ← Depth → Deep

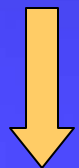
Narrow



Adjustments  
(I)

Isolated Change  
(II)

Pervasiveness



Far-Reaching  
(III)

Transformational  
(IV)

Broad





# Comprehensive Internationalization

- An example of transformational change
- Intentional, requiring leadership, strategy, and time.
- A long-term undertaking, involving many people, usually over at least 5 to 10 years



# Getting There

- Develop a team & communication plan
- Clarify goals (institutional and student)
- Catalog the state of internationalization
- Analyze the challenges/obstacles
- Produce strategic action plans for enhancing internationalization
- Assign responsibility and monitor progress

# Two Complementary Approaches for Advancing Internationalization

- Establishment of desired student global learning outcomes (the outputs)
  - › Where you want the students to be
- Review of existing campus international goals, strategies, activities, and programs (the inputs)
  - › Where you are now

- QUESTIONS...



# Small-Group Discussion

- Importance of understanding your institutional context...

(Questions from Mapping Internationalization Appendix F)

- Identifying and understanding the language used at your institution.

(Language & Questions from User's Guide p.1- 6)



# Understanding your context...

- Is international education specifically stated as one of the top five priorities in your current strategic plan?
- Does your institution have a campus-wide committee or task force in place that works solely on advancing internationalization efforts on campus?
- Has your institution formally assessed the impact or progress of its international education efforts in the last five years?
- To satisfy their general education requirement, are undergraduates required to take courses that primarily feature perspectives, issues, or events from specific countries or areas *outside* the United States?



# Defining Language....

What are the terms most commonly used on your campus?

- International Education
- Globalization and Internationalization
- Multicultural and Multicultural Education
- Intercultural Education



# Why Articulate Student Learning Goals?

- Presents an opportunity for a shift away from an ad hoc approach to internationalization
- Offers a “guiding star” approach to align curriculum with desired outcomes



# Why articulate learning goals (cont..)

- Can help others to understand impact
- Good educational practice -  
Outcomes/Assessment offers a road  
map for improvement
- Quality control -- accrediting agencies  
mandate

# Articulating Goals as Outcomes

“Student learning outcomes are defined in terms of the particular levels of knowledge, skills, and abilities that a student attains as a result of his or her engagement in particular set of collegiate experiences.” (Ewell, 2001).

“The key to composing an outcome statement is to select an active verb that effectively captures this knowledge, understanding, or ability.” (Maki, 2003)



# Stating Outcomes ...

## Contrast:

“Students will study the historical forces that contribute to the current world economic order”

“Students will be able summarize the historical forces that contribute to the current world economic order”



# Challenges of Devising and Assessing Learning Outcomes

- Agreeing on desired outcomes
- Striking the right balance between efficiency and inclusiveness
  - › A small, dedicated team can progress quickly, but the most effective plans include input from all interested parties.
- Coordinating levels
  - › institution, college, and department
- Fostering a campus culture of assessment

# Small Group Discussion

- Why would you articulate learning outcomes at your institution?

- What might these outcomes be?

One Method for selecting outcomes:

Ranking document.

- How might you use these outcomes once they were crafted to help advance internationalization?



# Conducting an Internationalization Institutional Review

- Description of process
- Lessons learned
- Preparing For an Institutional Review



# Preparing for a Review

- Create a Leadership Team
  - › Size, Legitimacy, Leadership
- Craft a Common Vision
  - › What would it mean for this institution to be successfully internationalized?

# Preparing for a Review (cont)

- Review the reasons for doing a review and the anticipated results.
- Consider the extent to which the institution is prepared to make changes as a result of the review.
- Adjust the scope of the review accordingly.



# Small Group Discussion Questions

What can be gained by a review?

What scope would be appropriate for your institution at this time?

Who would you need to get involved in the process?

What challenges might be expected along the way?



# Reporting Back & Concluding Comments

**Reporting Back from Small Groups**

**Revisiting the Review Process (Larson)**

**ACE Resources (Olson)**

**Evaluations**



# ACE Resources

## Sample Publications

<http://www.acenet.edu/programs/international/pubs.cfm>

- **ACE / AT&T Award: Technology as a Tool for Internationalization**
- **Where Credit Is Due: Approaches to Course and Credit Recognition Across Borders in U.S. Higher Education Institutions**



# ACE Resources (cont)

## Sample Web Resources

- **Internationalization Strategies**

<http://www.acenet.edu/programs/international/strategies.cfm>

- **Profiles of Institutions**

[www.acenet.edu/programs/international/collaborative/members.cfm](http://www.acenet.edu/programs/international/collaborative/members.cfm)



# Opportunities for Interaction

## Leadership Network on International education - For Presidents and Provosts

- **Next Meeting in DC, November 9, 2005:**
- **Theme: Internationalizing Teaching and Learning:  
Institutional and Discipline Strategies**
- **To ensure your President and/or CAO is  
invited, send an e-mail to:**  
[rhodri\\_evans@ace.nche.edu](mailto:rhodri_evans@ace.nche.edu)



# Opportunities (cont)

## ACE Internationalization Collaborative

- Invitational Network of 60 + Institutions
- Forum for Campus Teams
- For more info: [beth\\_burris@ace.nche.edu](mailto:beth_burris@ace.nche.edu)  
[www.acenet.edu/programs/international/collaborative/](http://www.acenet.edu/programs/international/collaborative/)

## Internationalization Laboratory

- Small Cluster of Institutions engaged in internationalization review and strategic planning
- For more information: [christa\\_olson@ace.nche.edu](mailto:christa_olson@ace.nche.edu)





# Advancing Campus Internationalization: Learning Outcomes & the Institutional Review

CONAHEC Conference  
San Juan, 2005

Dr. Christa Olson, Associate Director of International Initiatives  
Center for Institutional and International Initiatives  
[Christa\\_olson@ace.nche.edu](mailto:Christa_olson@ace.nche.edu)