



Leaders in International Higher Education

2021 ANNUAL CONFERENCE

*Leading Internationalization in
a New Era: Collaborating for
Global Solutions*

Comprehensive Internationalization: Focus on Staff Professional Development

February 17, 2021

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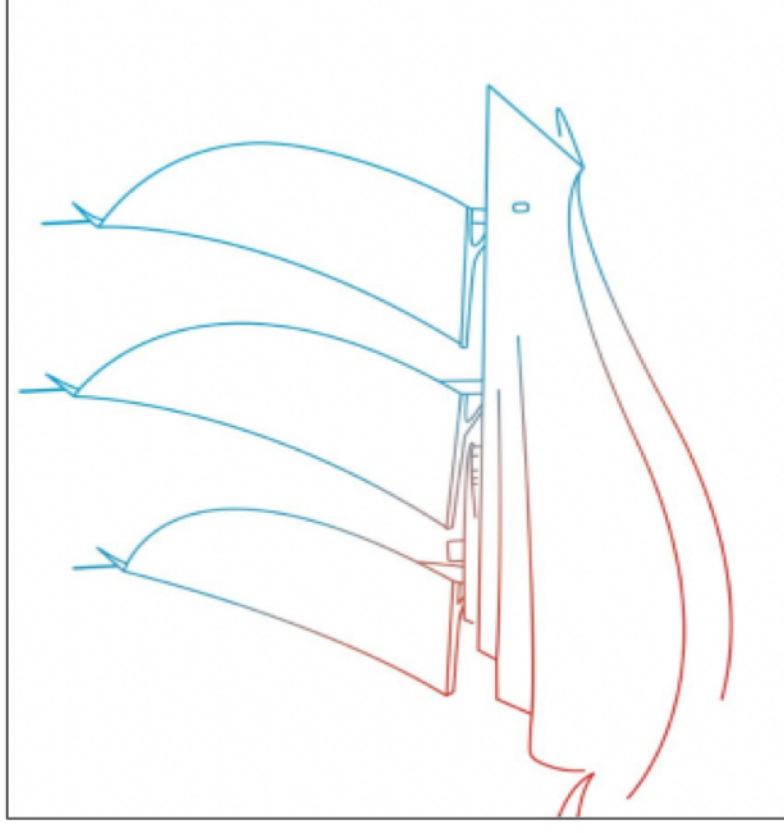


Universität Hamburg
DER FORSCHUNG | DER LEHRE | DER BILDUNG



A Flagship University – Innovating and Cooperating for a Sustainable Future

**Staff internationalization =
cornerstone of flagship concept**



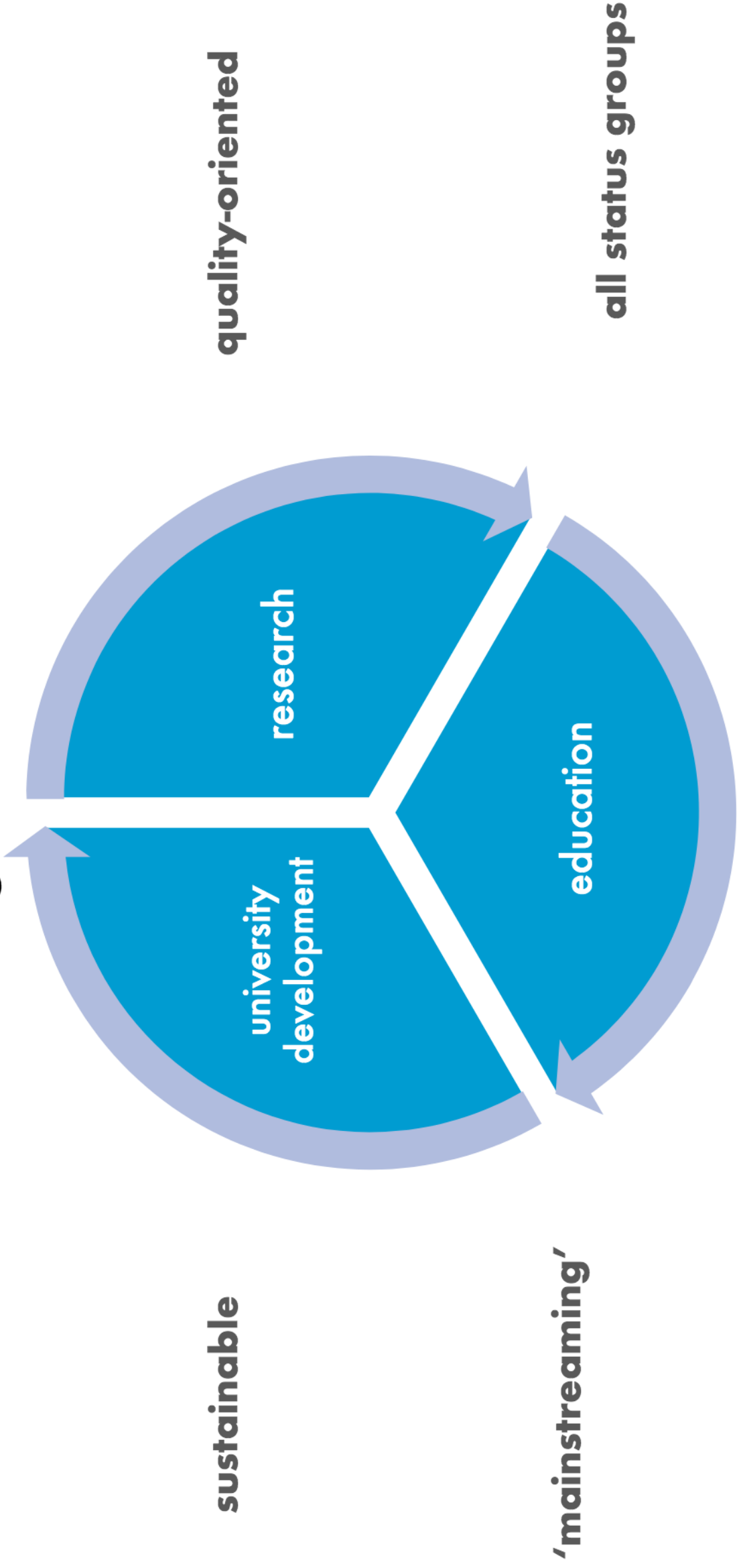
Internationalization – why?

Internationalization as driver for excellent research

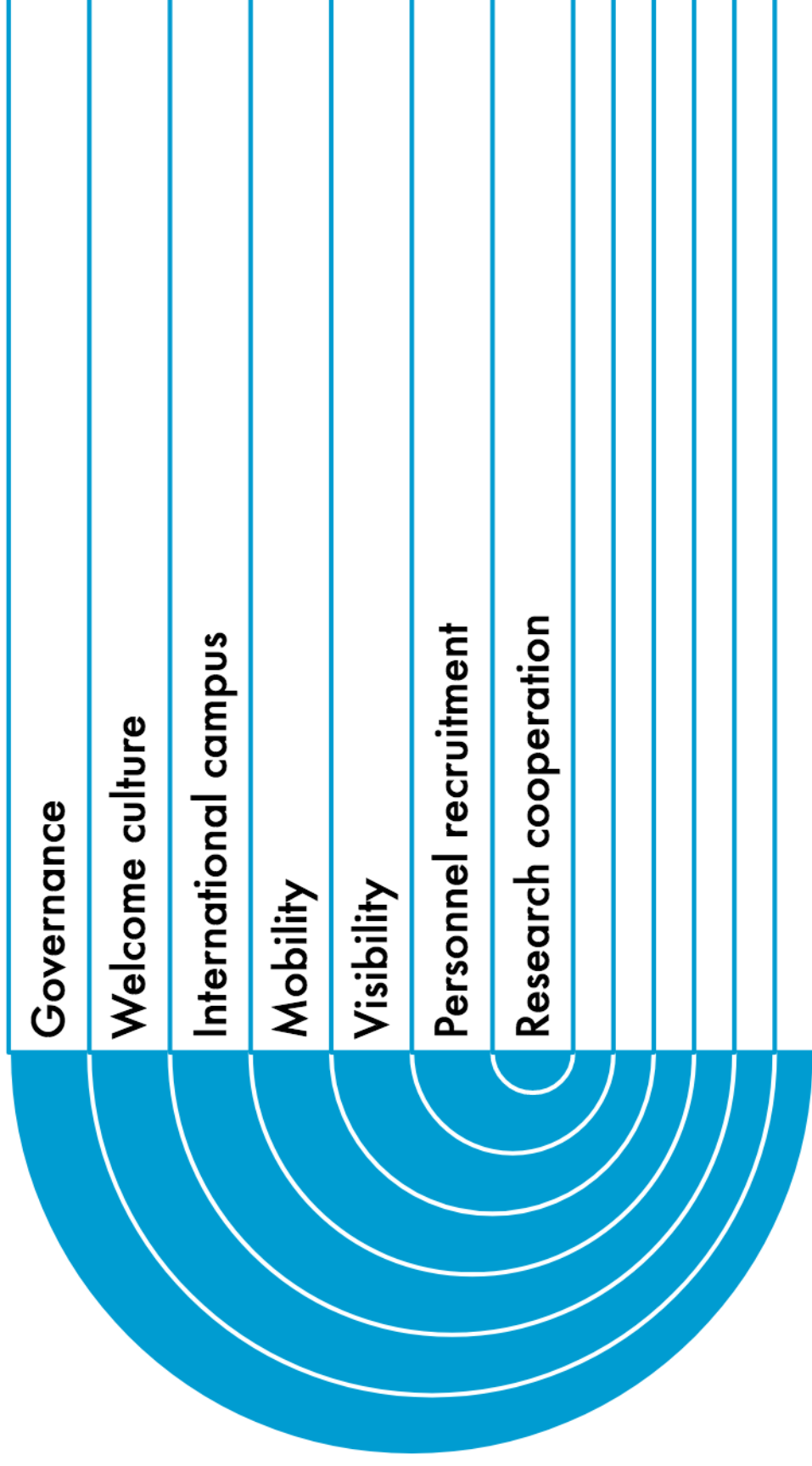
Internationalization as driver for innovative teaching

Internationalization as contribution to open and tolerant society

Universität Hamburg – Internationalization of...



Why internationalize administrative staff?



Measures in Place at Universität Hamburg

Language skills

- On-campus English courses
- Erasmus language trips
- In-house group trainings
- English skills required for most positions

Intercultural competence / international topics

- Intercultural competence trainings
- Info workshops
- Peer-to-peer group training
- Hamburg Networking Conference

International experience / staff exchange

- Staff exchange
- Knowledge exchange projects
- HR recruitment

In the pipeline...

Language skills

- Structured English program
- Better utilize other languages spoken

Intercultural competence / international topics

- Certificate of intercultural competence for staff?
- Embed skills in HR development/strategy

International experience / staff exchange

- Recruiting policy - quota?
- Virtual 1:1 exchange
- Staff training weeks with partners (rotating model)



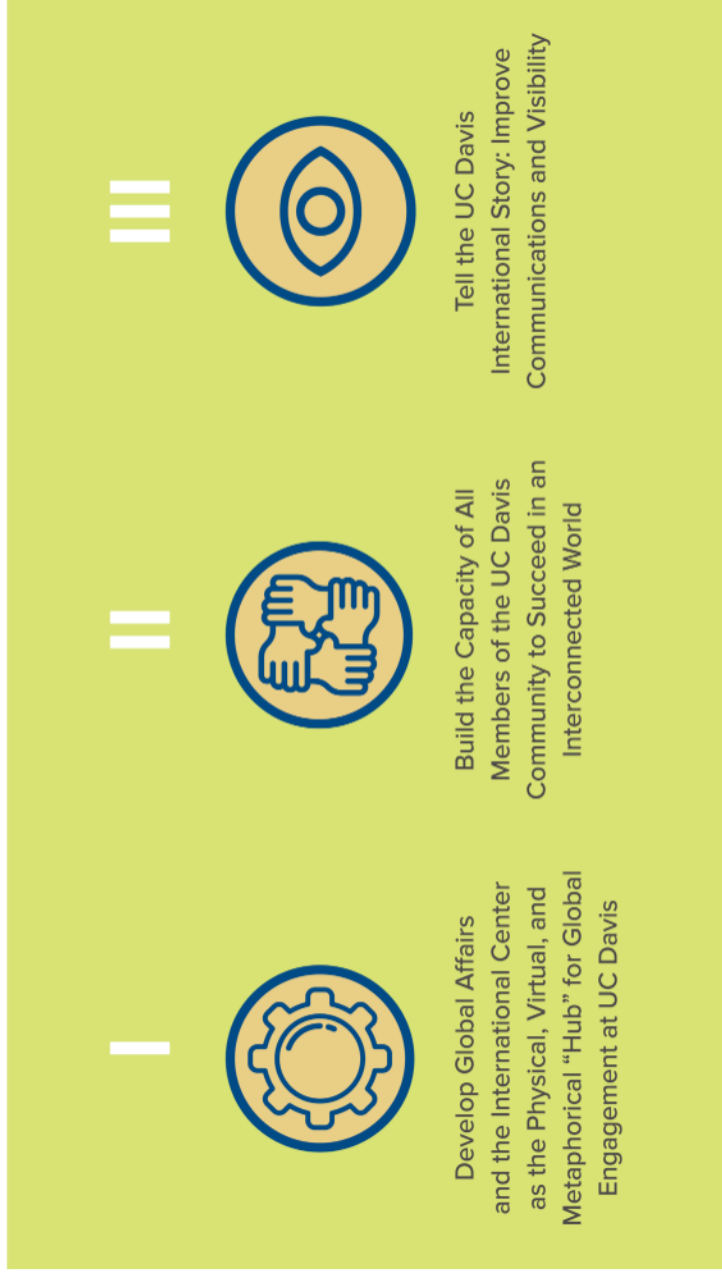
UC Davis Global Affairs Professional Staff Exchanges

Jennie Konsella-Norene

Assistant Director, Global Professional Programs, Global Affairs

Internationalization Strategy

• Global Affairs Strategic Plan



“Global Affairs staff has specialized professional expertise in international education, which is a tremendous resource for UC Davis. Global Affairs must attract and retain an engaged, energized professional work-force with a sustainable workload that adheres to best practices and remains current on advances in the field.”

Professional Staff Exchange Partner Universities

- **Australia**
University of Sydney
- **China**
China Agricultural University
- **Denmark**
Aarhus University
- **Japan**
Kyoto University
- **Korea**
Korea University
- **Taiwan**
National Taiwan University



Benefits - Institution

- Strengthen institutional relationships with international partners
- Share higher education systems
- Promote global learning and sharing of best practices
- Stimulate internationalization across campus
- Spur innovation and creation of new ideas



Benefits - Staff

- Contribute to staff development and satisfaction
- Develop personal and professional contacts
- Promote intercultural opportunities
- Gain a deeper understanding of diverse education systems
- Support new inspiration



Challenges and Opportunities

- Housing
- Transportation
- Office Space
- Timing
- Work Coverage



Logistics

- Application Process
 - Call for applications
 - Supervisor approval
 - Selection process
- Duration
 - Average 2-4 weeks
- Cost



Best Practices

- 2-4 weeks in length
- Selecting a mutually beneficial date
- Pre-staff exchange resources
 - Providing campus and unit presentation materials
 - Guidance on housing, transportation, food, money, language, etc.
 - Mentoring
- Post-staff exchange presentation



Impact and Outcomes

- Contribute to strategic plan
- Support staff development and morale
- Strengthen institutional partnerships
- Leverage best practices
- Facilitate mutual understanding
- Develop long-lasting friendships and professional contacts



Big Ten Academic Alliance



Senior International Officers' Staff Development Program on Internationalization

Goals:

- Introduce entry- and mid-level staff to “comprehensive internationalization” and reasons universities strive for it
- Explore how participants’ roles intersect, support and are impacted by internationalization
- Network with colleagues at BTAAs institutions
- Learn about different institutional approaches to internationalization

SIO View: Program Development & Strategy

- ❑ Program followed from the inter-institutional exchange program of staff from Big Ten international offices
- ❑ Big Ten partners leveraged international partnerships with the strongest collaborative relationships
- ❑ Areas of convergence
 - Strategic goals for the program
 - Commitment to campus internationalization
- ❑ Areas of negotiation
 - Location/ site of the program
 - Support and program funding
- ❑ Decision making strategy

Program Structure

Monthly webinars

- Introduction to each other and comprehensive internationalization (Coordinators)
- The SIO view on internationalization (two BTAA SIOs)
- Institutional strategies (two BTAA SIOs)
- Higher Education in Mexico (year 1); COVID-19 impacts on internationalization (year 2)
- FIELD EXPERIENCE IN MEXICO CITY (year 1); Gateway offices (year 2)
- Reflections on Field Experience (year 1)
- Impact of program on your work/campus

Participation

- 2019: 9 participants from 7 BTAA universities
- 2020: 11 participants from 8 BTAA universities



2019 Field Experience in Mexico City

- U.S. Embassy
- Mexican Ministry of Higher Education
- Casa de California (UC system site)
- Indiana University Global Gateway Office
- BTAA member universities' partner institutions
- Educational and cultural sites
- Fulbright COMEXUS graduate fair

Outcomes: Year One

Intended Program Outcomes for participants:

Better understanding of campus internationalization strategies and mechanisms
Explore their own professional roles in context of their universities' internationalization efforts

Majority agreed:

- Speakers and content of webinars were useful and engaging.
- Field experience broadened my understanding and/or perspectives regarding international students and/or scholars coming to Big Ten universities.
- More discussion of the assigned readings suggested.

100% agreed:

- As a result of my participation in the program, I have a better understanding of:
- The importance of comprehensive internationalization in higher education
 - Key internationalization challenges for US higher education
 - Functions of international branch campuses

“

I am most excited about using what I learned in this program in my current role. This trip has inspired me and sparked creativity within me that I had long let lay dormant as I got caught up in the most pressing tasks of my day. I will now pursue these ideas for partnerships and engagement with Mexico and other countries and share these ideas with our leadership, rather than just waiting for the right opportunity to present an idea.

2019 Participant

Outcomes: Year Two

Intended Program Outcomes

Provide participants with a better understanding of campus internationalization strategies and mechanisms; explore their own role in the context of their universities' internationalization efforts.

100% reported

- the program affected the way I think about my professional responsibilities.
- I would recommend the program to others.
- the program was effective even though the field experience to Mexico was cancelled due to the pandemic.

90% reported

I now better understand:

- the importance of comprehensive internationalization in higher education.
- key internationalization challenges in U.S. higher education

“

Despite this year's challenges, it was a great experience. I think that no matter what position or office someone comes from, this program will open their eyes to new ways of thinking about campus internationalization and provide an important opportunity to build a professional network across Big Ten institutions.

2020 Participant

Outcomes: UIUC and BTAA Group

Forged new strategic relationships with campus partners.

Strengthened relationships with other campus partners

Developed and strengthened collaboration with new global partners

Enhanced opportunities for strategic collaboration across the Big Ten consortium

Session Takeaways

Staff Development is One Key to Your Internationalization Strategy

Staff Development Benefits the Employee and the Institution

A strong and sustainable staff development program must be outcome-focused and will benefit from collaboration with your partners in and outside the university



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I learned that internationalization is everyone's work. This program opened my eyes to the ways we can all help build an international culture on campus.

2020

BTAA Program Participant

Discussion