



Leaders in International Higher Education

Newsletter

Fall 2021 • Issue 26

MESSAGE FROM THE PRESIDENT: DAVID FLESHLER



Dear AIEA Members,
I found that the lead article in Karin Fischer’s recent edition of [Latitudes](#) succinctly outlined some of the major issues facing leaders in international

higher education today. Karin Fischer provided a highlight of AIEA’s 2021 Virtual Annual Conference when she interviewed University of Minnesota’s nationally renowned epidemiologist Michael T. Osterholm, Ph.D. during the closing plenary (see the full interview [here](#)). More recently, she uses the break-up of the Yale - NUS partnership as the backdrop to ask key questions that all leaders in international higher education need to address, among them:

- “Does the commitment (of institutions in two different countries) go both ways?”
- Is the “missionary” era of international partnerships over?
- Do you know why your (university) wants to go global?”

It is no epiphany to say that we live in a remarkably interconnected world. As such, each of our institutions is required by its faculties’ desire for intellectual and research partnerships to solve the important questions of our time. Further, our institutions are required by societal demands to look to others outside our own countries or regions when setting policy or confronting these global issues. Our institutions are, to a greater or lesser extent, global and we each struggle to determine how best to relate to both the world and universities outside of our home countries. The American Council on Education (and Barbara Hill, a long-time AIEA member and 2017 recipient of the Association’s [Charles Klasek Award](#)) provides a remarkably

clear guide for our work. *Globalization is the movement and interdependency of ideas, people, goods, capital, services, and organizations – as well as threats like environmental and health challenges – across borders. Internationalization is higher education’s engagement with that reality.*

Those who lead internationalization at universities - sometimes presidents or provosts, but often you, AIEA’s members - are dealing with an enormous set of multi-layered issues. Not long ago, leaders of international offices were primarily concerned with mobility - sending students on study abroad and bringing international students to their campuses. Today, AIEA members navigate a much more complex landscape. Our portfolios now include guiding international research and education strategy; creating and managing international risk policy; helping faculty internationalize the curriculum and create *Promotion and Tenure* guidelines that stimulate international work; promoting #YouAreWelcomeHere campaigns on campus; supervising international rankings efforts; developing complex educational and research relationships and agreements with universities, governments, and corporations in multiple countries - and these topics only scratch the surface of our challenges. We are working in a COVID era that continues to have a major effect on higher education. Plus, student mobility has not gone away!

AIEA was founded in 1982 (a 40th Anniversary Task Force is working hard to plan appropriate ways to celebrate this milestone throughout 2022) as “*the only association dedicated exclusively to senior leaders in the field of international education*”. For many years, AIEA approached its work through the prism of senior internationalization leaders in the United States. Over the last years,

recognizing the growing interconnectedness and internationalization of universities, as well as the broadening scope of members’ portfolios, AIEA’s focus changed from US-centric to global, as evidenced by the association’s current strategic plan.

International higher education leaders on six continents (as I found out on a university expedition several years ago, Antarctica has no universities!) are confronting a variety of similar issues, no matter where they are located. After adopting its most recent strategic plan, [Strengthening Global Leadership for Internationalization](#), AIEA is uniquely positioned to help our members - located all over the world - develop a framework to address comparable topics at each of our institutions. As one example, log onto the [AIEA Website](#) and, under Resources, see the wide list of AIEA Town Hall Discussions on topics that affect members in many countries and that are led by experts from around the world. AIEA will

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MESSAGE FROM THE PRESIDENT (CONTINUED)

continue to support our members, during whatever challenges we face.

AIEA’s Annual Conference, chaired by AIEA’s Immediate Past President Adel El Zaïm, will be held in person from February 20 - 23 in New Orleans, LA, USA (observing of course, all COVID safety protocols as recommended by the CDC). We are looking forward to gathering safely together in person, for the first time in two years, to assess the state of international higher education, understand breaking trends, hear from experts and each other, and together discern the major shifts in our field (and of course provide support and understanding for each other as well). You are invited, in fact urged, to come. Not only will we be celebrating AIEA’s 40th Anniversary (read: great party!), but we will be gathering at a time that many political and university leaders are questioning the value of our work. The conference theme, *Why the Internationalization of Higher Education Still Matters*, could not be more pertinent. While we may intrinsically understand the importance of internationalization, as Karin reminds us, each of us needs to convincingly answer the question *Why Internationalization Still Matters* - or we will find that our presidents and Boards will support other priorities on campus.

In addition to our in-person time together in New Orleans in February, AIEA is also pleased to be offering pre-conference workshops virtually in January as well as a first ever virtual Global Summit on April 5-7. All are invited to both our events - in person and virtual. (For those who are not able to join us in person in New Orleans, we hope you will join us for the virtual events.)

Thank you for your leadership and dedication to our field during this unprecedented time. I hope to see you in New Orleans!

David Fleshler
2021–2022 AIEA President

Vice Provost for International Affairs
 at Case Western Reserve University

SECRETARIAT REPORT

As a member-led organization, AIEA depends upon the active involvement of members to continue its work. The Secretariat is grateful to all those members who have contributed their time and effort to AIEA committees, task forces, the board, and initiatives over the past year (see reports in this newsletter and on the AIEA website for members’ names), and especially to AIEA’s Professional Development and Engagement Committee for organizing a stellar Town Hall Discussion series for members this past year. Despite all the challenges posed by the pandemic, AIEA has remained a source of leadership, resources, and support for those doing the work of internationalization. See the Annual Report on the AIEA website, <https://www.aieaworld.org/aiea-reports>, for details from this past year as well as below for some notes and highlights:

2021 CONFERENCE

A well-received virtual Annual Conference that maintained the same quality of sessions and networking as AIEA’s in-person events. Many thanks to Cheryl Matherly for her leadership as conference chair, and to all who participated. AIEA is happy to be returning to an in-person conference February 2022, but will be keeping some of the virtual elements that were so successful, such as pre-conference workshops, pre-and post-conference networking meet-ups, and more.

MEMBERSHIP

During the 2020-2021 membership year which ended on June 30, 2021, AIEA served 725 total members from 32 countries.

AIEA TASK FORCES

The Secretariat supported the creation of five new task forces that will provide information to shape the future of the Association and the field of international higher education. Many thanks to members and chairs of the 40th Anniversary Task Force, Future Leadership Task Force, Futures Task Force, IDEA+Justice Task Force and, Location Sub-Task Force.

AIEA LEADERSHIP ACADEMY

The 2021 AIEA Leadership Academy for New SIOs took place September 27 –

October 1 at the Rizzo Center in Chapel Hill, North Carolina. With Covid measures in place, AIEA hosted 16 participants and five faculty members for a highly well-received week of deep learning, peer-engagement, and professional development. Many thanks to the faculty and the Academy Subcommittee for their work on this signature program.

PUBLICATION

The 2nd edition of *The Handbook of International Higher Education* edited by Deardorff, de Wit, Leask, and Charles will be published by Stylus in late 2021 and officially launched at the 2022 AIEA Annual Conference. Involving over 100 authors from around the world, the 2nd edition of the handbook has been coordinated by the Secretariat.

TOWN HALL DISCUSSIONS

Under the PD&E Committee’s leadership, a series of Town Hall Discussions for AIEA members addressed a range of topics, often related to the impact of COVID-19. Members can access recordings and view resources shared during past town halls at <https://www.aieaworld.org/aiea-townhalls>.

AIEA BOARD MEETING

The Secretariat supported the virtual meetings of the AIEA Board of Directors in June and in October, with shorter focused board meetings at additional times. For further details from AIEA, please see the 2020-21 annual report found at <https://www.aieaworld.org/aiea-reports>

GLOBAL SENIOR LEADERSHIP SYMPOSIUM

The Global Senior Leadership Symposium is a unique opportunity for higher education leaders to collaborate with a global network of peers, explore international strategies from various cultural perspectives, and discuss the role of education abroad and global mobility within higher education. This December, senior international educators associated with EF Education First, The Forum on Education Abroad, or The Association of International Education Administrators (AIEA) will have first-hand access to content from EF’s educational

partner, the Nobel Prize Museum and their 2021 Nobel Week Dialogue themed “The City of the Future,” hear from Nobel Laureates and education thought leaders from around the world, participate in interactive discussions around key international education themes, and collaboratively identify ways to apply ideas to their own institutions. Institutional applications typically consist of a team consisting of Chief Academic Officer, Senior International Officer and Education Abroad Director.

Virtual Symposium December 16, 2021:

A select applicant group of triads will be invited to attend this complementary event and will receive full access to the content from the 2021 Nobel Week Dialogue around the theme of “The City of the Future.” This event has been designed to allow participants to hear from Nobel Laureates and education thought leaders while collaborating with other institutional groups from around the world. A component of this program will be connecting with students who received scholarships to participate in the Nobel Week Dialogue, which is a new part of this partnership between Forum on Education Abroad, EF and AIEA. Students will have the opportunity to connect with higher education leaders participating in the GSLS.

ONGOING AIEA PROGRAMS THAT SUPPORT AIEA MEMBERS:

AIEA Leadership Academy: AIEA was pleased to offer the sixth annual AIEA Leadership Academy for Newer SIOs at the Paul J. Rizzo Conference Center in Chapel Hill NC in September 2021, organized by the AIEA Secretariat under guidance of

the AIEA Academy Sub-Committee and the Academy Faculty Harvey Charles, Nell Pynes, David Di Maria, and Pia Wood. There were 16 participants from institutions across the United States. The next AIEA Leadership Academy will take place on May 2-6, 2022 at this same location. Early application deadline is Nov 15 and final deadline is March 1- apply today!

Presidential Fellows: AIEA completed the twelfth cohort of AIEA Presidential Fellows and launched the thirteenth cohort of Fellows. (See article in this newsletter). The deadline for the 2022-23 Presidential Fellows program is in May 2022.

Senior Advisers Program: The Secretariat supported the sixth year of the Senior Advisers Program under the leadership of the Professional Development and Engagement Committee and supported the seventh iteration of the program.

Thematic Forum Program: AIEA supported the Thematic Forum program with two Forums during 2020-2021 awarded three Forums for the 2021-2022 year. Reports can be found online at <http://www.aieaworld.org/pastforums>

Peer-Learning Circles: As a result of the COVID-19 pandemic, AIEA created the Peer-Learning Circles program for members to connect with peers who are leading comprehensive internationalization at similar institution types or to connect around similar topics of interest. The program was launched in Fall 2021 with 100 participants and received outstanding evaluation feedback. AIEA launched the fourth cohort in October 2021. Each cohort

agrees to meet monthly (in smaller assigned groups) for a period of 4 months.

NEWSLETTER

The Secretariat published two newsletters (Fall/Winter 2021 and Spring 2021) during the 2020-2021 membership year, both available on the AIEA website (www.aieaworld.org/newsletterarchive).

PARTNERSHIPS

In coordination with the U.S. Department of State’s [USA Study Abroad](#) branch and the [Fulbright Finland Foundation](#), AIEA helped organize the global webinar series “Internationalization of Higher Education in the COVID-19 Era.” This free webinar series is aimed at higher education professionals at institutions outside of the United States to enable them to better understand the evolving environment for and nature of American student mobility abroad. These activities are funded by the U.S. Government through a Study Abroad Engagement Grant from USA Study Abroad within the Bureau of Educational and Cultural Affairs, U.S. Department of State. The organizers would also like to thank the [Fulbright Commission in Portugal](#) for their assistance.

MEMBER LEADERS AND VOLUNTEERS

Many thanks to the members of AIEA who have provided active leadership on AIEA committees and boards over the past year (see reports in this newsletter and on the AIEA website for members’ names). AIEA is a member organization and relies on the active leadership of its members to accomplish the work of the association.

2022 AIEA LEADERSHIP ACADEMY FOR NEW SIOS

MAY 2-6, 2022 | CHAPEL HILL, NC, USA

The 2022 AIEA Leadership Academy for New Senior International Officers is an intimate, selective, and intensive Academy with deep learning on issues relating to leading internationalization. Participants build a strong network of peers and develop action plans addressing challenges and opportunities in internationalizing their institutions.

Application deadlines: November 15 (early registration rates); March 1 (last day to apply)

Learn more: <https://www.aieaworld.org/aiea-sio-academy->

— “ —

I just completed this Leadership Academy amongst phenomenal colleagues and faculty in the field of international education. This was by far the BEST development opportunity I have ever experienced. If any of you are in your first few years of being an SIO, I highly encourage you to apply. You will not regret it!

— ” —

- Cathy Lee T. Arcuino, Associate Vice Chancellor - Global Engagement, The University of North Carolina at Pembroke

2022 AIEA ANNUAL CONFERENCE

YOU ARE INVITED TO PARTICIPATE IN THE 2022 AIEA ANNUAL CONFERENCE – IN-PERSON EVENT!

The 2022 AIEA Annual Conference will be held in person on February 20-23, 2022, at the Sheraton New Orleans in New Orleans, LA. Virtual Pre-conference workshops will take place January 20, 25 and 27 and a virtual Global Summit will take place on April 5-7. Many thanks to the conference committee and conference chair Adel el Zaim.

Registrants to the in-person conference are invited to participate in pre-conference virtual networking meet-ups, post-conference follow-up conversations, and the first ever (virtual) AIEA Global Summit. Members can also sign up separately for the virtual workshops and Global Summit. See workshops listed in this newsletter. **CONFERENCE THEME: WHY THE INTERNATIONALIZATION OF HIGHER EDUCATION STILL MATTERS**

The COVID-19 pandemic has brought changes in all facets of our lives and work that are bound to last for years to come. For those in higher education, the pandemic has been an opportunity to question our practices and to invent new ways of delivering programs and conducting research. We have also been forced to ask ourselves What is internationalization for and if we really need internationalization to achieve our mission as educators, researchers and administrators of higher education.

We, leaders in international education, know that without international collaboration, humanity would not have had a vaccine against COVID-19. Without international collaboration, political, social, environment and human issues would never be studied and resolved.

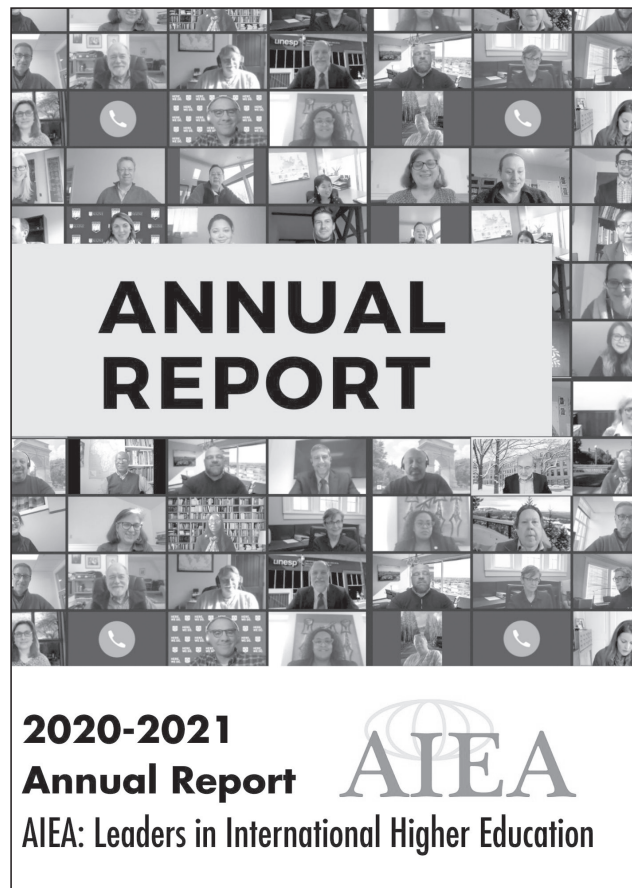
Post-pandemic, it is clear that we must make more evident and more intentional the transformative impact of internationalization on such key issues as:

- social justice
- diversity, equity and inclusion
- access to quality employment and economic opportunities
- human and economic development of disadvantaged communities

AIEA GLOBAL SUMMIT: APRIL 5-7, VIRTUAL

YOU ARE INVITED TO PARTICIPATE IN THE FIRST-EVER AIEA GLOBAL SUMMIT.

Taking place virtually, this event will include breakout sessions, inspiring keynote addresses, networking opportunities, and more! Registration is included with full-conference registration, and is also available to those who are unable to attend the in-person conference. We hope to see you there. The AIEA Partner Day will take place on April 5 followed by the Global Summit on April 6-7. Watch the AIEA website for further details!



AIEA IS PLEASED TO SHARE THE 2020-2021 ANNUAL REPORT WITH MEMBERS AND STAKEHOLDERS.

ANNUAL REPORTS ARE AVAILABLE ON THE AIEA WEBSITE

<https://www.aieaworld.org/aiea-reports>

PUBLIC POLICY COMMITTEE REPORT

The Policy Committee has been working hard to keep up with the many changes in our world. Through the work of our ad hoc Task Force on Advocacy (the US only), we will have a curated list of advocacy links on the AIEA website soon. This list could help SIO's with advocacy efforts on campus and with their government relations offices. Members can use the main list to ask questions or alert everyone about new policies. We will also create another ad hoc task force for Global advocacy which will concentrate more on advocacy issues outside the USA.

The Deputy Secretary for Management and Resources, under the authority delegated to him by the Secretary of State, has authorized consular officers through the end of 2021 to expand the categories of F, M, and "academic J visa applicants" (students, professors, research scholars, short-term scholars, or specialists) whose applications can be adjudicated without an in-person interview in their consular district of residence, with certain exceptions.

<https://travel.state.gov/content/travel/en/News/visas-news/important-announcement-on-F-M-and-academic-J-Visas.html>

Chair: Sherif Barsoum (New York University)

Members: Petra Hejnova (Syracuse University), Ling Lebeau (Western Carolina University), Gilbert Merckx (Duke University), Sylvester Osagie (Penn State University), Peter Vanderwater (Institute for International Education), Imara Dawson (University of Michigan), Hannah Buxbaum (Indiana University), Wesley Milner (Evansville University), Mihela Metianu (Florida Atlantic University), Kathryn Vogel (Miami University of Ohio), Marja Unkuri-Chaudhry (University of Montana), Michael Pippenger (University of Notre Dame)

MEMBER OUTREACH AND AWARDS COMMITTEE REPORT

About a year ago, the Member Outreach and Awards Committee (**formerly Membership Committee and Awards Committee**) was reviewing the AIEA membership model. Due to the Covid-19 pandemic that process was put on hold as AIEA refocused its work to adapt and quickly respond to new circumstances. This pause, together with the creativity triggered by reacting to different challenges, allowed additional time for pondering on a model that advances AIEA's strategic actions.

This fall, AIEA is reviewing a new model for membership that aims to simplify membership eligibility, adherence and renewal, while addressing potential issues of equity, outreach, and financial sustainability. We urge current AIEA members to renew

their membership for 2022 now and assist in expanding our global outreach by encouraging their international partner higher education institutions to join AIEA.

Join AIEA: <https://aiea.memberclicks.net/membership-guide#FornewAIEAMembers>

Renew your AIEA Membership: <https://aiea.memberclicks.net/membership-guide#ForpreviousAIEAMembers>

The Member Outreach and Awards Committee adjusted eligibility and application guidelines for AIEA Awards aiming to improve efficiency and increasing nominations. As of this year, all non-successful nominations for AIEA awards will be automatically considered for the 2023 AIEA Award selection

process. Meanwhile, we are still accepting nominations to the 2022 AIEA Awards (<https://www.aieaworld.org/aiea-awards->). The deadline for nominations was October 15, 2021.

Chair: Paulo Zagalo-Melo (Western Michigan University)

Members: R. Anderson Sutton (University of Hawaii at Manoa), Jewell Winn (Tennessee State University), Katie Bowler Young (University of North Carolina at Chapel Hill), Jane Gatewood (University of Rochester), Andrew Ness (Humber College), Neal McCrillis (University of Illinois at Chicago), Mariella Hernandez Salazar (Universidad del Pacifico), Judith Pennywell (University of Michigan).

Membership Category	2008	2009	2010	2011	2012	2013	2014	2015	2016*	2017	2018	2019	2020	2021
	December	December	December	December	December	December	December	December	June	June	June	June	June	June
Institutional	256	270	275	279	334	376	425	439	464	451	425	439	453	387
Organizational	40	42	48	46	88	66	61	69	78	67	65	61	62	57
Individual/Associate	118	138	139	172	287	305	316	333	434	334	296	292	320	262
Retiree	9	8	8	3	3	4	5	4	7	4	5	4	6	6
Unaffiliated	5	2	2	6	7	8	11	15	18	15	13	11	11	13
Total Membership:	428	460	472	506	719	759	818	860	1001	871	804	807	852	725

*Change in membership cycle from calendar year to academic year

PROFESSIONAL DEVELOPMENT AND ENGAGEMENT COMMITTEE REPORT

It has been a busy summer and start to fall for the PD&E Committee, where our very active team produces the AIEA Town Halls and coordinates and supports the AIEA Leadership Academy for New SIOs, the Senior Advisers Program, the Presidential Fellows Program, AIEA Thematic Forums, and workshops and sessions at the Annual Conference.

Led by Wing-Kai To, Matthew Pucciarelli, Rick Lee and Richard Harvey, we continue to produce the signature **AIEA Town Halls** with hundreds of members joining the regular series. Since March 2021, topics have included Post-Covid Risk Management and Internationalization; Advancing Racial Justice through Internationalization; The First 100 Days of the Biden Administration; and Global Perspectives on Covid-19.

We will produce three more this year: Dealing with Delta: A Peer-Sharing Town Hall (September 30, 2021); Decarbonizing International Education (October 2021); and Future Directions for IE (November 2021). To register for future sessions and to access recordings of past sessions, visit <https://www.aieaworld.org/aiea-town-halls>.

Led by Maria Anastasiou and Jennifer Evanuiik, the **Senior Advisers Program** is coming off another successful year for both mentors and mentees, and is **accepting applications** for future participation, due October 20, 2021. This program connects seasoned AIEA members—recognized leaders in international education—with

AIEA members who are newer SIOs. We especially thank current SAP Mentors Funwi Ayuninjam, Roger Brindley, Jeff Riedinger, Ni Jadon, Elizabeth Brewer, Terrence Miller.

Led by Jennifer Evanuiik, Matthew Pucciarelli and Wing-Kai To, four **AIEA Thematic Forums** have been granted funding for 2021-22, two of which will be held outside of the U.S. in keeping with our goal to expand access and inclusion to AIEA programs. The forums increase opportunities for AIEA members and other professionals from related fields to gather in organized venues to discuss and learn more about salient leadership issues in international higher education. The following are the AIEA Thematic Forums for 2021-22: Global Learning in Utah Higher Education; Equity-sensitive strategies of Higher Education in South Africa: Internationalization at home in post-pandemic times; Faculty Leadership in the Changing Landscape of Global Education: Modalities and Curricular Design; Overcoming Challenges for Global Engagement through Virtual Exchange.

Led by Meredith McQuaid, Erich Dietrich, Kalpen Trivedi, Jennifer Evanuiik and Steve McDowell, we have conducted approximately 20 conversations with thought leaders in and adjacent to international higher education to solicit input on strategic directions for SIO development (in progress). Watch for more details and a session at the Annual Conference!

Led by Susan Popko, Kalpen Trivedi, Lisa Lancia and Steve McDowell, we congratulate the newly selected **2021-22 AIEA Presidential Fellows** Jill Blondin (Executive Director of the Global Education Office and Senior International Officer at Virginia Commonwealth University), Catherine Krull (Special Advisor International and Professor of sociology at the University of Victoria) and Christina Sanchez (Associate Provost for Global Engagement at California Lutheran University). We also thank their mentors, **Nick J. Gozik** (Dean of Global Education and Assistant Professor at Elon University), **Jeet Joshee** (Associate Vice President and Dean of International Education and Global Engagement at California State University), and **Pia Wood** (Vice Provost and Dean of International Affairs at The University of North Texas).

Led by Tim Lewis, Kathleen Fairfax and Annie Phillips Munson, we are developing an Advanced SIO Leadership Program for SIOs with six or more years of experience as a complement to the highly successful AIEA Leadership Academy for New SIOs. Watch for more details soon!

Many thanks to all the dedicated members of the PD&E Committee: Maria Anastasiou, Jennifer Evanuiik, Kathleen Fairfax, Richard Harvey, Randy Kluver, Lisa Lancia, Rick Lee, Tim Lewis, Stephen McDowell, Annie Phillips Munson, Susan Popko, Matthew Pucciarelli, Wing-kai To, and Kalpen Trivedi.

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The Global Senior Leadership Symposium is a unique opportunity for higher education leaders to collaborate with a global network of peers, explore international strategies from various cultural perspectives, and discuss the role of education abroad and global mobility within higher education. This December, senior international educators associated with EF Education First, The Forum on Education Abroad, or The Association of International

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VIRTUAL SYMPOSIUM DECEMBER 16, 2021

Application Deadline: October 25

[Learn more](#)

Hosted by EF Education First, The Forum on Education Abroad, and the Association of International Education Administrators (AIEA) in partnership with the Nobel Prize Museum

2021 AIEA LEADERSHIP ACADEMY FOR NEW SENIOR INTERNATIONAL OFFICERS



AIEA was pleased to welcome the combined 2020-2021 cohort to the rescheduled 2021 Leadership Academy, which was held September 27–October 1, 2021. Following a series of virtual Academy conversations held over the past year, 20 individuals participated in-person at this professional development retreat at the Rizzo Center, a meeting and conference center in Chapel Hill, NC, USA. Participants gained a network of other professionals and experienced in-

depth learning on a variety of issues related to leading internationalization.

Applications for the Spring 2022 Leadership Academy are currently being accepted; the Academy will be held again at the Rizzo Center in North Carolina on May 2-6. As always, the program will accept a limited number of Senior International Officers (SIOs) at higher education institutions with less than five years in their current leadership position. Applicants will be

accepted through the March 1 application deadline and notified of the status of their application within 30 days following the submission of their applications.

Many thanks to the members of the Academy Faculty: Pia Wood, Harvey Charles, Penelope Pynes, and David L. DiMaria. Thank you also to the AIEA Leadership Academy for New SIOs subcommittee: Annie Phillips, Kathleen Fairfax and Tim Lewis.

2022 PRE-CONFERENCE WORKSHOPS:

THURSDAY, JANUARY 20, 2022 (VIRTUAL)

> *AIEA Workshop - Bridging Divides Through UNESCO Story Circles: Train-the-Trainer*

Chair and Presenter: Darla Deardorff

> *AIEA Workshop - Virtual Exchange and Virtual Global Learning Beyond COVID: From Expediency to Strategy*

Chair: GianMario Besana

Presenter: Lavern Samuels

TUESDAY JANUARY 25, 2022 (VIRTUAL)

> *AIEA Workshop - Using Our Stories and Voices for Social Justice Action to Impact Diversity, Equity, and Inclusion*

Chair: JY Zhou

Presenters: Blase Scarnati, Eylem Atakav, and Andrew Gordon

> *AIEA Workshop - Increasing Efficiency of International Business Operations: Considerations and Strategies for SIOs*

Chair and Presenter: David Di Maria

THURSDAY JANUARY 27, 2022 (VIRTUAL)

> *AIEA/IIIE Workshop - Developing an Institutional Partnership Strategy*

Chair: Clare Overmann

Presenters: Susan Buck Sutton, Tim Barnes, and Sylvia Jons

> *AIEA/CBIE Workshop - Operationalizing Institutional Commitments to EDI through Inclusive Internationalization – Exploring the Diversity of Canadian Experiences*

Chair and Presenter: Larissa Bezo

SUNDAY, FEBRUARY 20, 2022 (IN-PERSON)

> *AIEA Workshop - Ensuring Health and Safety - the SIO's role in Risk Management*

Chair: Kalpen Trivedi

Presenter: Marcia Henisz

> *AIEA Workshop - Duty of Care and Regulatory Compliance in the Post-Covid Era*

Chair: Terence W. Miller

Presenters: Thomas Bogenschield, PhD and Kyle Rausch, EdD

AIEA PRESIDENTIAL FELLOWS

The AIEA Presidential Fellows Program is a program of mentorship for new Senior International Officers (SIOs) in their first three years, necessarily limited in number and of high prestige. The AIEA Presidential Fellows Committee carefully reviews and selects up to five Fellows, who are then matched with an experienced SIO who will serve as Mentor throughout the school year.

THE 2021-2022 PRESIDENTIAL FELLOWS ARE:



Jill Blondin
(Virginia Commonwealth University)



Catherine Krull
(University of Victoria)



Christina Sanchez
(California Lutheran University)

The 2021-2022 Presidential Mentors cohort bringing extensive knowledge and experience are Nick J. Gozik of Elon University, Jeet Joshee of California State University, and Pia Wood of the University of North Texas.

We would like to express our most sincere gratitude and appreciation to all past Presidential Fellows and Mentors, whose participation and expertise has contributed to the success and longevity of this professional development program. Thank you also to the Presidential Fellows subcommittee: Susan Popko, Stephen D. McDowell, Kalpen Trivedi, Lisa M. Lancia.

Applications for the 2022-2023 cohort of AIEA Presidential Fellows will be available in the Spring of 2022 and due in May 1, 2022.

Application details are on the website: www.aieaworld.org



Leaders in International Higher Education

**INTERESTED IN JOINING
AN AIEA COMMITTEE?**

**CALLS FOR COMMITTEE MEMBERS GENERALLY OCCUR IN THE
FALL OF EACH YEAR. COMMITTEE MEMBERS SERVE THREE-
YEAR TERMS BEGINNING AT THE
IN-PERSON MEETING AT THE ANNUAL CONFERENCE.**

THEMATIC FORUMS

The goal of the Thematic Forum program is to increase opportunities for AIEA members and professionals from related fields to learn more about salient leadership issues in International Higher Education. Two AIEA Forums took place virtually in April and May.

“Curriculum as a Collaborative Space: How to Organize Catalytic and Effective SIO-Faculty Collaborations on Curricula” was held virtually, through the Northern Arizona University on April 6, 9, 13, 16, 2021.

The recent calamities faced by all have surfaced unprecedented challenges for the field of international education. It seemed, then, an opportune time to explore more powerful ways for SIOs and their Centers to move from the academic periphery to the heart of higher education—the curriculum. Key to working with curriculum is to work effectively and collaboratively with faculty.

This interactive Forum focused on the details of proven, practical, and highly collaborative strategies for working with faculty on curriculum at the institutional, program/major, and course levels to globalize learning experiences for our students. Participants explored new ways to engage with faculty and academic units for curricular change based upon successful case examples, including innovative and catalytic frameworks adapted from both community organizing theory and practice and dynamic systems theory, creative uses of technology, international dimensions of working with faculty, and effective ways to move beyond study abroad.

“Consistently Engaged: An Exploration of the Intersection of Justice, Equity, Inclusion and Internationalization” was held virtually through The Ohio State University on May 12, 2021.

This Association of International Education Administrators (AIEA) thematic forum explored how justice, equity, inclusion and internationalization intersect, and to give higher education professionals tools and strategies for enhancing global-mindedness and for deepening their community’s understanding of discrimination and prejudice.

The Ohio State University offered this forum through virtual participation with partner institutions that included: the American Council on Education (ACE), Pennsylvania State University and Tampere University, Finland.

Panelists shared European and U.S. perspectives and approaches for tackling contemporary critical issues, and compared lessons learned. Participants both posed questions and comments and interacted in small group discussion. A repository of relevant readings were made available to all registered participants, and the event content and pictures were archived on the AIEA website.

AIEA: FORTY YEARS

The New Orleans conference in early 2022 will mark the fortieth anniversary of the founding of AIEA. This will be celebrated in various ways at the conference, including by a panel of former AIEA presidents. It is also worth a bit of reflection in advance of that effect.

A rapid increase in foreign student enrollments and study abroad programs in U.S. educational institutions in the 1970s spurred the growth of NAFSA, then known as the National Association of Foreign Student Affairs. NAFSA added sections on study abroad and ESL programs, but there was no section for central international administrators, who were growing in numbers. These administrators met in Nashville in 1980 to form an informal organization called the Assembly of International Program Directors (AIPD). After two more conferences, in early 1982 AIPD presented NAFSA with a proposal to establish a new section for program directors. The proposal was rejected by the NAFSA board.

Shortly after the NAFSA rejection, AIPD leaders held a meeting in Seattle to plan a conference for the establishment of an independent organization. That conference was held in the fall of 1982 in St. Louis, and there it was agreed to model the new organization after the Texas Association of International Education Administrators. The Texas constitution was redrafted and the name simplified to the current AIEA. Joe Neal, the chief international administrator at UT-Austin and a visionary leader of the Texas association, was chosen to be the first AIEA president.

After its founding, AIEA had no staff, no budget, and no bylaws. It existed on the volunteer labor of its members, who spent a good deal of time trying to define its mission, its potential membership, and a research agenda for the aspiring field. AIEA made a conscious effort to define itself as consisting of central or chief administrators representing all the international education programs of an institution, and certified this

by requiring the sign-off of the president of that institution. It strived to focus on “big picture” issues rather than operational techniques. The fledgling organization was able to attract new members, hold workshops and conferences, and achieve significant gender equality.

By the 1990s AIEA had become a significant voice in the international education movement. It was one of the founding members of the Coalition for International Education, which lobbied for Title VI and Fulbright-Hays 102 (b) (6) programs. It was also an early member of the Fulbright Liaison Group, later to become the Alliance for International Education Exchange, which lobbied for the “big” Fulbright programs administered by IIE and CIES. AIEA was also represented on the Title VI reauthorization task force of the American Council of Education.

A measure of organizational stability for AIEA was eventually provided by SUNY-Buffalo, where Stephen Dunnett hosted the AIEA Secretariat, giving his assistant, Tim Rutenber, carte blanche to act as the unpaid AIEA Executive Director and Treasurer (an overload for Rutenber). AIEA continued to grow. Its conferences became better organized and began to attract sponsorship from service providers.

Then tragically, Rutenber was struck by illness and died in 2004. Dunnett temporarily assumed Rutenber’s AIEA role in addition to his own duties as a vice provost, but AIEA was forced to put the Secretariat up for bids. Two bids were submitted, one by John Heyl at Old Dominion and one by Gil Merkx at Duke. The Duke bid, which included a half-time salary for the Executive Director, was selected. Merkx was also asked by AIEA to assume Rutenber’s role as Treasurer, separating the role from that of the Executive Director.

Dunnett’s service was not over, however. He became AIEA president in 2005 and initiated AIEA’s first strategic planning task force, naming Riall Nolan as chair. The Nolan task force proved to be transformative. Its

recommendations included opening up the membership to include all senior academic international administrators rather than just one per institution, dropping the requirement for a presidential sign-off, increasing the range of member services, partnering with other associations on education policy advocacy, and increasing the staffing of the secretariat. The presidency of Dunnett’s successor, Uliana Gabara, was largely occupied with drafting and seeking approval of a new AIEA constitution and bylaws to implement the strategic plan.

With the adoption of the new plan, AIEA began a period of rapid growth in membership, conference attendance, and membership services. At the turn of the century, an annual conference attendance of 200 was considered successful. Less than two decades later, before the COVID-19 epidemic, the conference was attracting an attendance of about 1,000. Likewise, membership services multiplied, such as the Presidential Fellows program, the SIO Academy, the Thematic Forum series, the Senior Advisors program, and Peer-Learning Circles. The original strategic plan has since been replaced by two newer strategic plans.

These activities required increasing support from the AIEA Secretariat. The first Executive Director at Duke, Jeff Holzgreve, resigned after a couple of years, and was replaced by Darla Deardorff, who has played a key role in AIEA’s development. The Secretariat is now independent of Duke and the staffing has grown by several positions. The income from a reserve fund, or quasi-endowment, of over three million dollars covers a substantial portion of the cost of the Secretariat.

The COVID-19 crisis put the brakes on AIEA’s expansion, but the association has survived relatively unscathed. At the forthcoming New Orleans conference, we can expect AIEA to enter its fifth decade with renewed energy and renewed relevance.

Gilbert W. Merkx
Duke University

AIEA TASKFORCES

Many thanks to members of the following taskforces, appointed by AIEA President David Fleshler, for their invaluable work impacting the future of AIEA:

AIEA FUTURE LEADERSHIP TASK FORCE

This Task Force makes recommendations to the Governance Committee to align with AIEA's Strategic Plan 2019-2023; builds upon the previous work of the Leadership Cultivation Task Force; and, uses the November 2020 SIO demographic study to determine ways to identify, foster and mentor a diverse array of global leaders for the association. It is chaired by AIEA Board Member and Legal Advisor Terence (Terry) Miller.

AIEA 40TH ANNIVERSARY TASK FORCE

This Task Force works to generate and implement ideas to memorialize, celebrate, and honor AIEA's 40th Anniversary in 2022. It is co-chaired by Dafina Blacksher Diabate of Lincoln University and Gil Merckx of Duke University.

AIEA LOCATION TASK FORCE

This Task Force has met to consider the future location of the AIEA Secretariat. It is chaired by AIEA President-Elect Jewell Winn of Tennessee State University.

AIEA FUTURES TASK FORCE

This Task Force provides an assessment of the direction of international higher education and national/international associations as well as makes recommendations on specific areas such as the Annual Conference, membership, and location of the Secretariat. It is chaired by AIEA President-Elect Jewell Winn of Tennessee State University.

AIEA IDEA+JUSTICE TASKFORCE (INCLUSION, DIVERSITY, EQUITY, ACCOUNTABILITY)

This taskforce will work together over the next months to identify the various levels of systemic racism within the association by closely examining the current policies and practices of AIEA, recommending ways to dismantle inequities within our association's operations, and developing a targeted strategic plan on anti-racist actions that can be implemented within the association in the short, medium, and long-term. Co-chaired by board members Shannon Marquez of Columbia University, and Jose Celso Freire Junior of Sao Paulo State University.

PUBLICATIONS AND RESOURCES COMMITTEE REPORT

In April of this year, Blase Scarnati (Director of Global Learning and Professor in the School of Music, Northern Arizona University) and JY Zhou (Director of Global Engagement and SIO, Stockton University) organized a very successful virtual Thematic Forum on Curriculum as a Collaborative Space: How to Organize Catalytic and Effective SIO-Faculty Collaborations on Curricula. The Publications and Resources Committee has subsequently worked with Drs. Scarnati and Zhou to develop a proposal for an AIEA book building off of the important topics discussed during the thematic forum: *Edges of Change: Catalyzing International Education through Curriculum, Collaboration, and Social Justice*.

The Committee also has developed the framework for a new series entitled *Senior International Officers (SIOs): Pathways & Perspectives*. The Committee seeks to capture the experiences and viewpoints of SIOs from around the world and to learn about the personal and professional journeys that have brought them to their current positions. We want to present the full breadth and variety of SIO pathways and perspectives, to add nuance to our understanding of who already serves in SIO roles, and to provide an inspiration and model for others who may be considering such a career path. We welcome your contributions to this series, contact: secretariat@aieaworld.org to add your voice and story.

The 2nd edition of the *Handbook of International Higher Education* is with the publisher is scheduled to be published this fall. This update to the 2012 edition includes many timely and crucial topics such as trends in global higher ed, the future of internationalization, virtual exchange, and managing risk.

Chair: Teresa Wise, University of Alabama

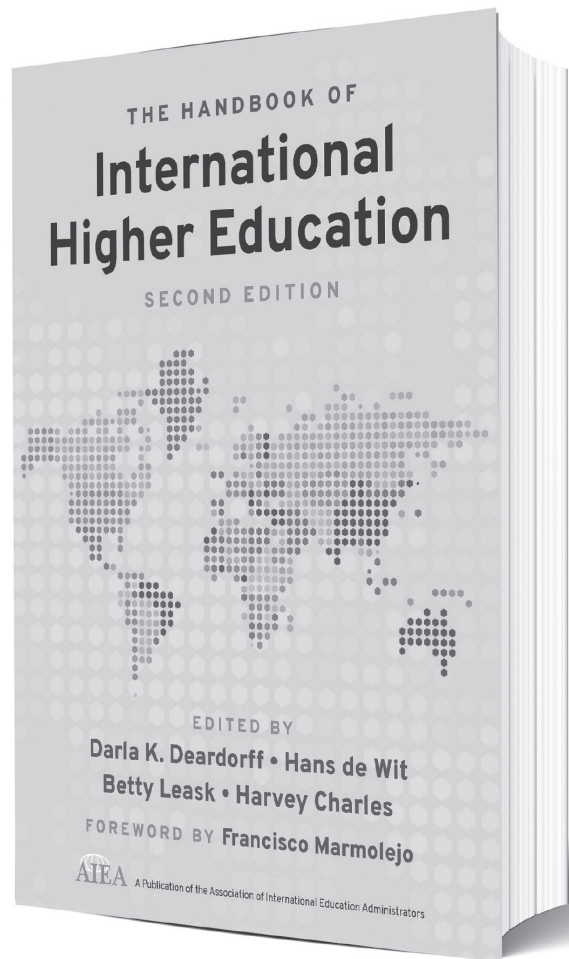
Members: Funwi Ayuninjam, Georgia Gwinnett College; Andrea Custodi, CET Academic Programs; Kati Csoman, Pennsylvania State University; Nick Gozik, Elon University; Shafika Khayatt, American University in Cairo; Blair McElroy, University of Mississippi; MaryTheresa Seig, Bemidji State University; and Cheryl Young, Miami University of Ohio.

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Second Edition

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ACE COLLABORATIVE

ACE/AIEA Hybrid Internationalization Collaborative 2022 Mobilizing Synergies Between Internationalization and DEI. February 23, 2022, Virtual and in New Orleans, LA. This year's ACE-AIEA Collaborative will highlight the initiatives these thought leaders developed and implemented, explore successes and challenges, and examine tangible outcomes and next steps. In truly "collaborative" spirit, participants will be invited to workshop their own ideas and initiatives, and receive feedback and advice from campus executives on strategies for implementation.

Learn more and register here: <https://www.acenet.edu/Events/Pages/ACE-AIEA-Internationalization-Collaborative-2022.aspx> Note: AIEA conference attendees are eligible for a \$50 discount on the Collaborative registration fee

MEMBERS IN THE NEWS

Congratulations AIEA member, **Dr. Kalpen Trivedi** for being honored with the [2021 IIE Senior International Officer of the Year Award](#)

Congratulations to a number of AIEA member institutions for being recognized by NAFSA, receiving the [2021 Senator Paul Simon Award](#)! Among the recipients of the [2021 Senator Paul Simon Award for Comprehensive Internationalization](#) were member institutions Florida International University, Lehigh University, and The University of Texas at Austin. The [2021 NAFSA Senator Paul Simon Spotlight Award](#) was awarded to three institutions, two of which are AIEA member institutions: Indiana University Bloomington, for its Global Gateway for Teachers program and the University of North Carolina Wilmington, for its First-Year Spring Admit (FYSA) in the UK program.

SECRETARIAT UPDATES

The Secretariat would like to express immense gratitude to **Daniel Lawrence** for his incredible work at AIEA for the past three years. We would also like to express gratitude and appreciation to **Jenny Fowle** for her work with AIEA on scheduling and administrative support from August 2020 to August 2021. Finally, congratulations to AIEA's new administrative assistant, **Leydi Lucas**, who began her role in August 2021. Welcome, Leydi!

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AIEA WANTS TO HEAR FROM YOU!

Do you have ideas and suggestions as to how AIEA can meet your needs in the field? Help you develop professionally? Provide the resources you need? Want to get more actively involved in the work of AIEA?

Then we want to hear from you!

Email secretariat@aiceworld.org today!

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Leaders in International Higher Education

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The Association of International Education Administrators is the only professional organization for leaders in international education.