

**2019**

**AIEA Annual Conference**

*What's Next?*

*Possibilities and Probabilities  
in the Future of International  
Higher Education*



# **Institutional Alignment for Internationalization, Models & Methodologies: Three Perspectives**

**Susan Carvalho**

University of Alabama / American Council on Education (USA)

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Universidad Antonio Nariño (Colombia)

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Universidad de La Sabana (Colombia)

# Objectives

- Focus on alignment between strategic planning and institutional goals.
- ACE Model and adaptation to a specific institution
- Avoiding or recognizing misalignment





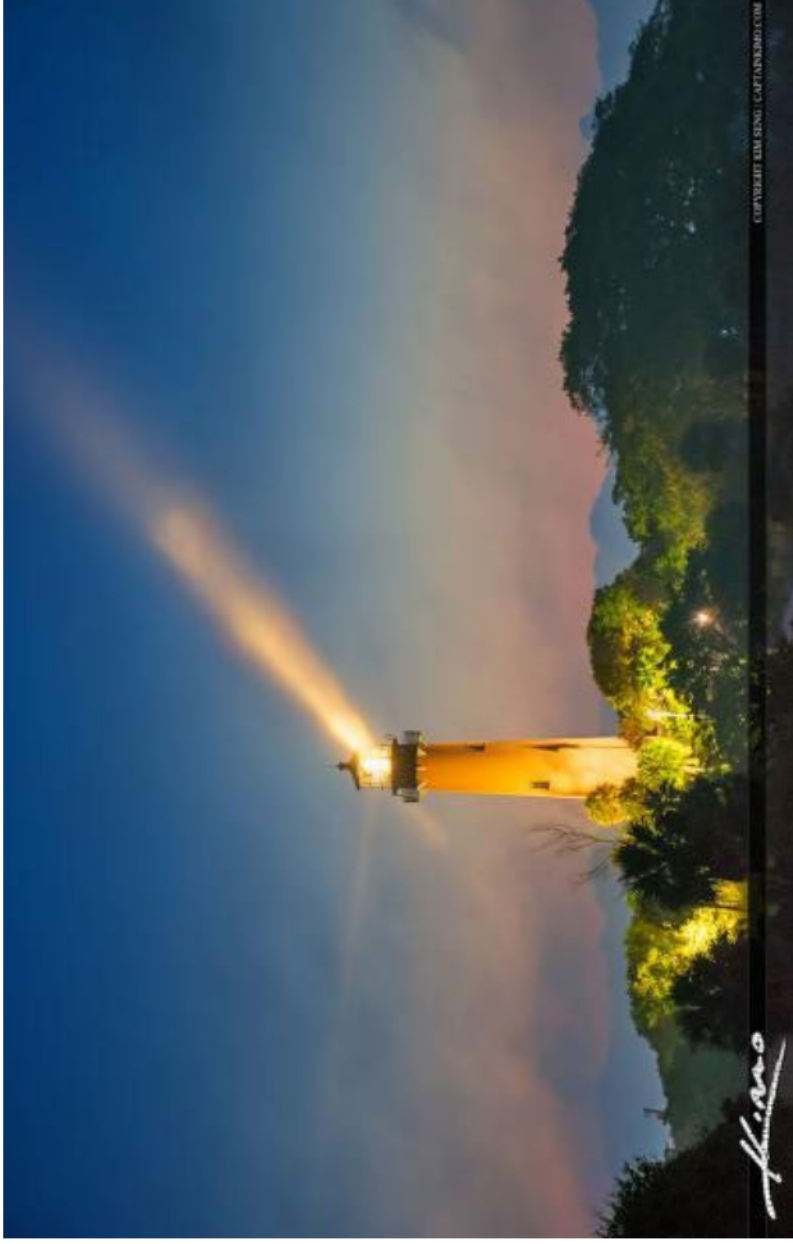
# ACE model for Comprehensive Internationalization



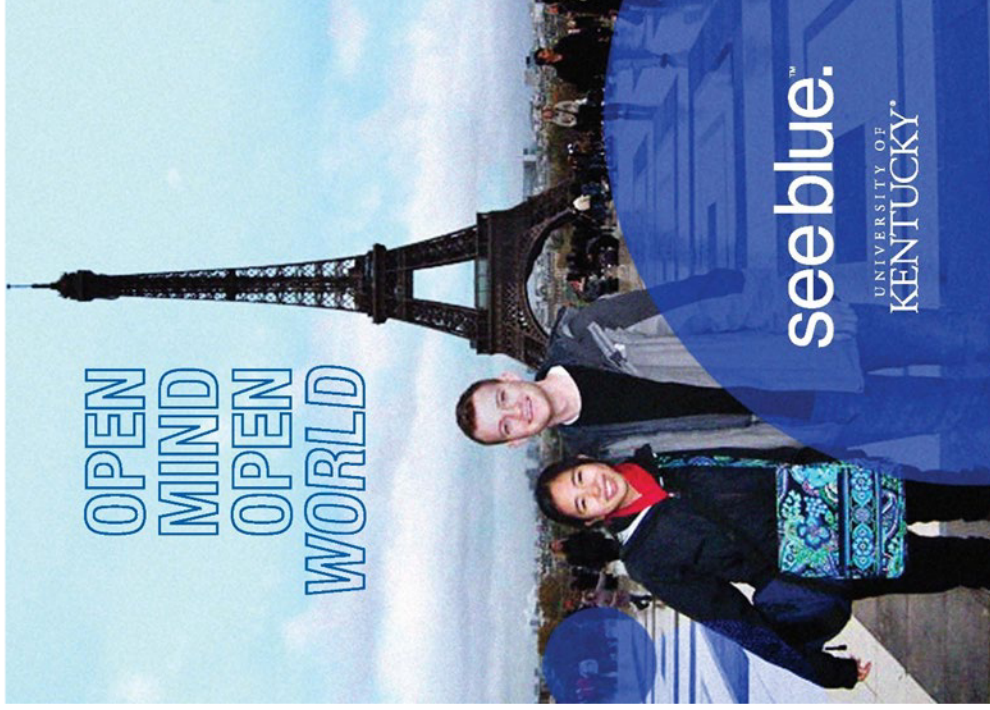
# ACE Model for Comprehensive Internationalization



# Key to alignment: Shared vision of institution-wide priorities



# Example: University of Kentucky



Office of Undergraduate Admissions  
100 W.D. Funkhouser Bldg.  
University of Kentucky  
Lexington, KY 40506-0054  
www.seeblue.com

Your world of possibilities is waiting. There are limitless opportunities to learn, grow and challenge yourself at the University of Kentucky. Education Abroad at UK offers you the opportunity to choose from hundreds of programs—and to go almost anywhere in the world.

No matter the continent or country, education abroad is the experience of a lifetime. At UK, there are programs to match every personality and budget. Visit an advisor early in your college career to discuss your options and start planning.

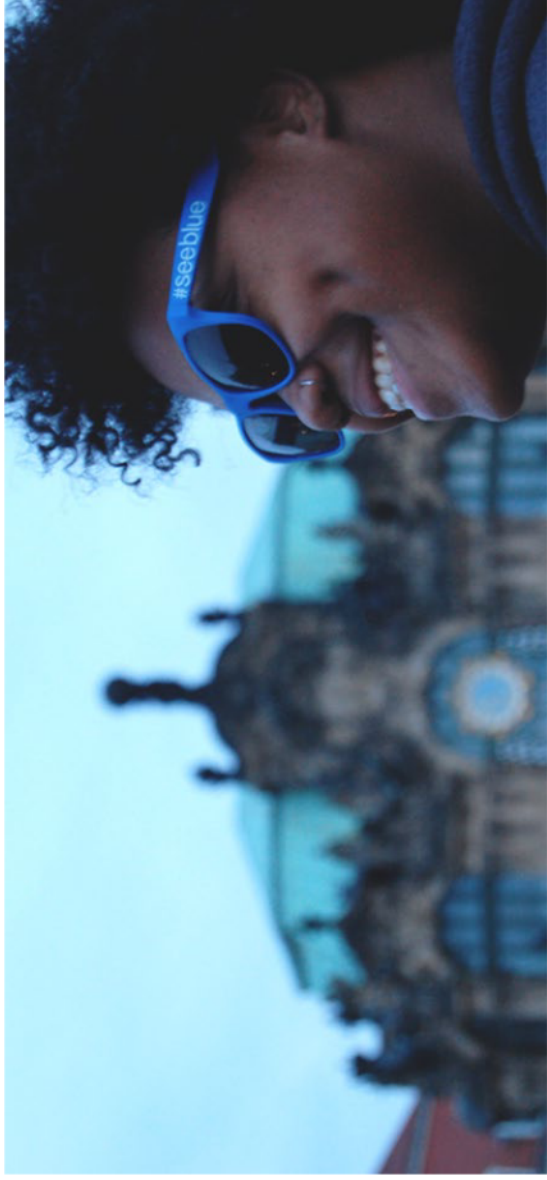
Check out what UK students have to say about their experiences abroad at [www.uky.edu/intlaffairs/myabroadexperience](http://www.uky.edu/intlaffairs/myabroadexperience).

Open mind. Open world. The possibilities are endless at the University of Kentucky.

Sincerely,

Donald E. Witt  
Vice Provost for Enrollment Management

Non Profit Org  
U.S. Postage  
**PAID**  
Lexington, KY  
Permit No. 51



**YOU THIS SUMMER?**

Students planning to study abroad this summer must submit their education abroad scholarship application by February 1. Visit [international.uky.edu/ea](http://international.uky.edu/ea) or stop by 315 Bradley Hall for more info.

College of Arts & Sciences  
University of Kentucky



# ISSS reorientation toward retention priorities

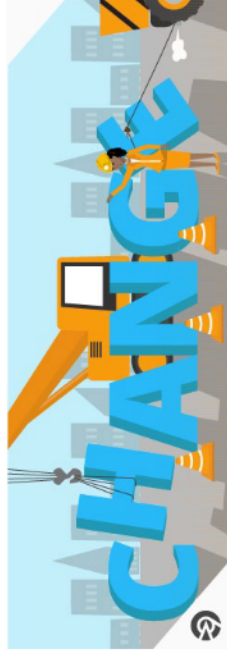


SUNAPPSIS<sup>®</sup>  
AN INDIANA UNIVERSITY INNOVATION



# Reasons for mis-alignment

- Lack of data foundation
- Lack of resources (often reflects need to reallocate)
- Capacity to realize the objectives (given the time and experience level of current faculty/staff)
- Changes of leadership (and thus of institutional priorities)



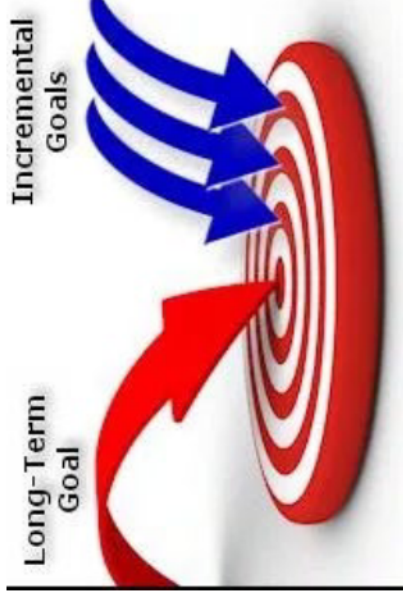
# Reasons for mis-alignment

- Misread of campus culture  
(and subcultures) e.g. pace of change
- Trying to build 2<sup>nd</sup> floor  
before building the first  
(need for phased implementation plans)



# The inevitable resource constraints

- Budgets are a statement of priorities
- Phased implementation means not eliminating goals but postponing some, or making incremental steps towards a goal



**UAN**  
UNIVERSIDAD  
ANTONIO NARIÑO



**GLOBAL  
ENGAGEMENT**

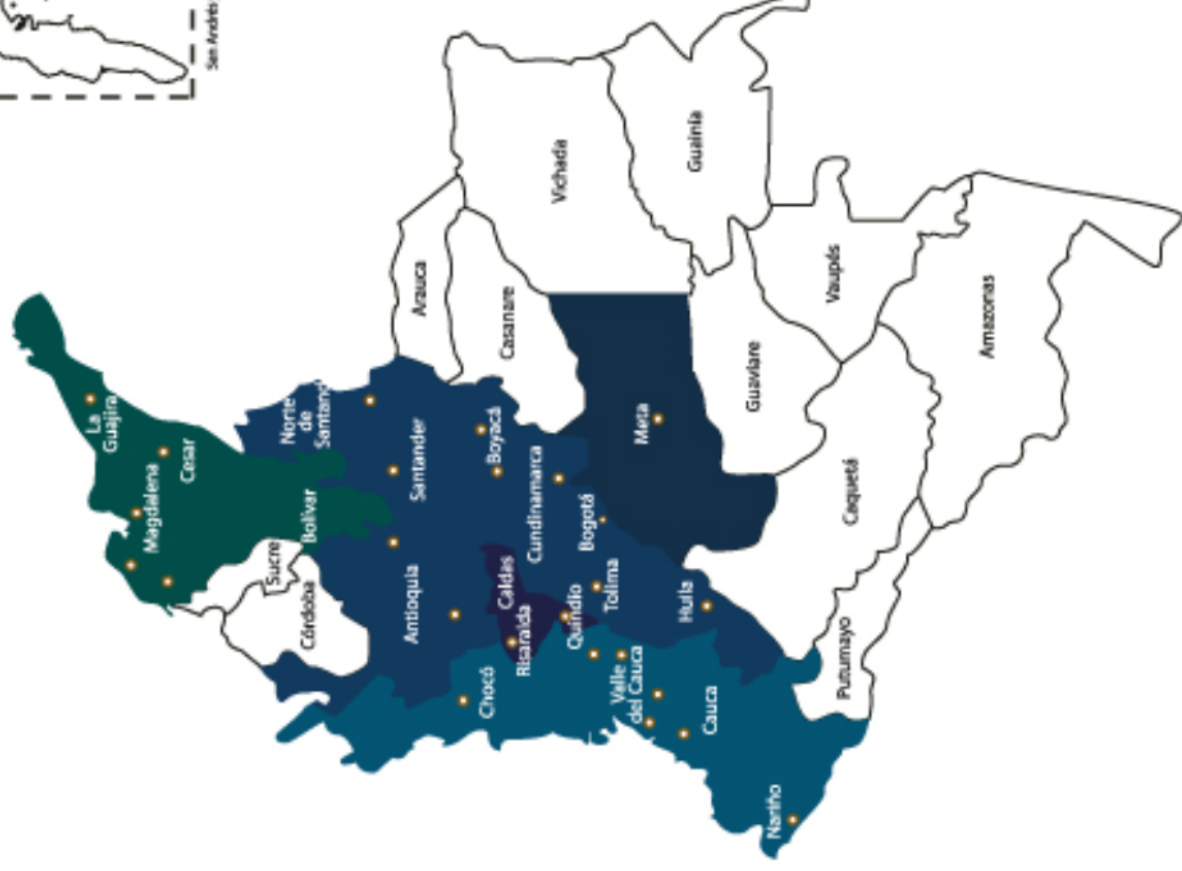
Una experiencia global para todos






Developing ACE's  
Internationalization Lab  
at a multi-campus  
Colombian university





- **16.000 students**
- **90% low and middle-income students**
- **2.000 faculty**



- 
**Región Caribe**  
 Puerto Colombia, Cartagena, Riohacha, Santa Marta y Valledupar.
- 
**Región Andina**  
 Bogotá, Bucaramanga, Cúcuta, Duitama, Ibagué, Medellín, Neiva y Tunja.
- 
**Región Cafetera**  
 Armenia, Manizales y Pereira.
- 
**Región Pacífico**  
 Buenaventura, Buga, Cali, Cartago, Palmira, Pasto, Popayán, Quibdó y Roldanillo.
- 
**Región Oriental**  
 Villavicencio.

**1<sup>st</sup> Colombian university in  
scientific production with less  
than 50 years.**

**(Scopus)**



**2<sup>nd</sup> Colombian  
university with more  
co-publications with  
the CNRS of France  
(157 - 29.8%)  
(2017)**



**UAN researchers lead the ranking  
of researchers from Colombian  
institutions most cited  
internationally  
(Google Scholar, 2018)**



**6th Colombian university  
Times Higher Education – Latin  
America University Rankings  
(2017)**



**Articulated  
institutional  
commitment**



**Administrative  
leadership,  
structure and  
staffing**



**Curriculum,  
co-curriculum  
and learning  
outcomes**



**Faculty  
policies and  
practices**



**Student  
mobility**



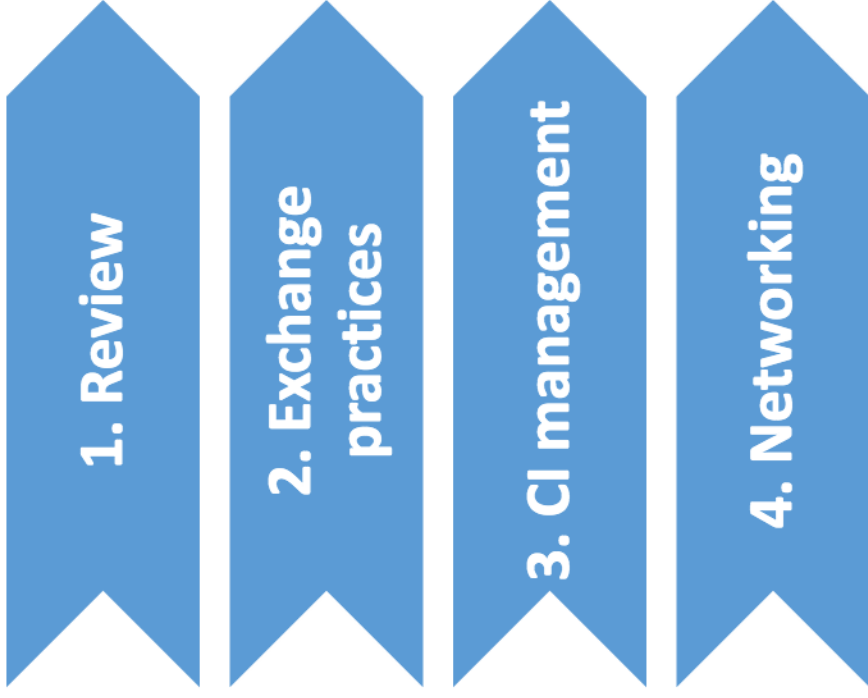
**Collaboration  
and  
partnerships**



**Science,  
Technology &  
Innovation**



## GOALS



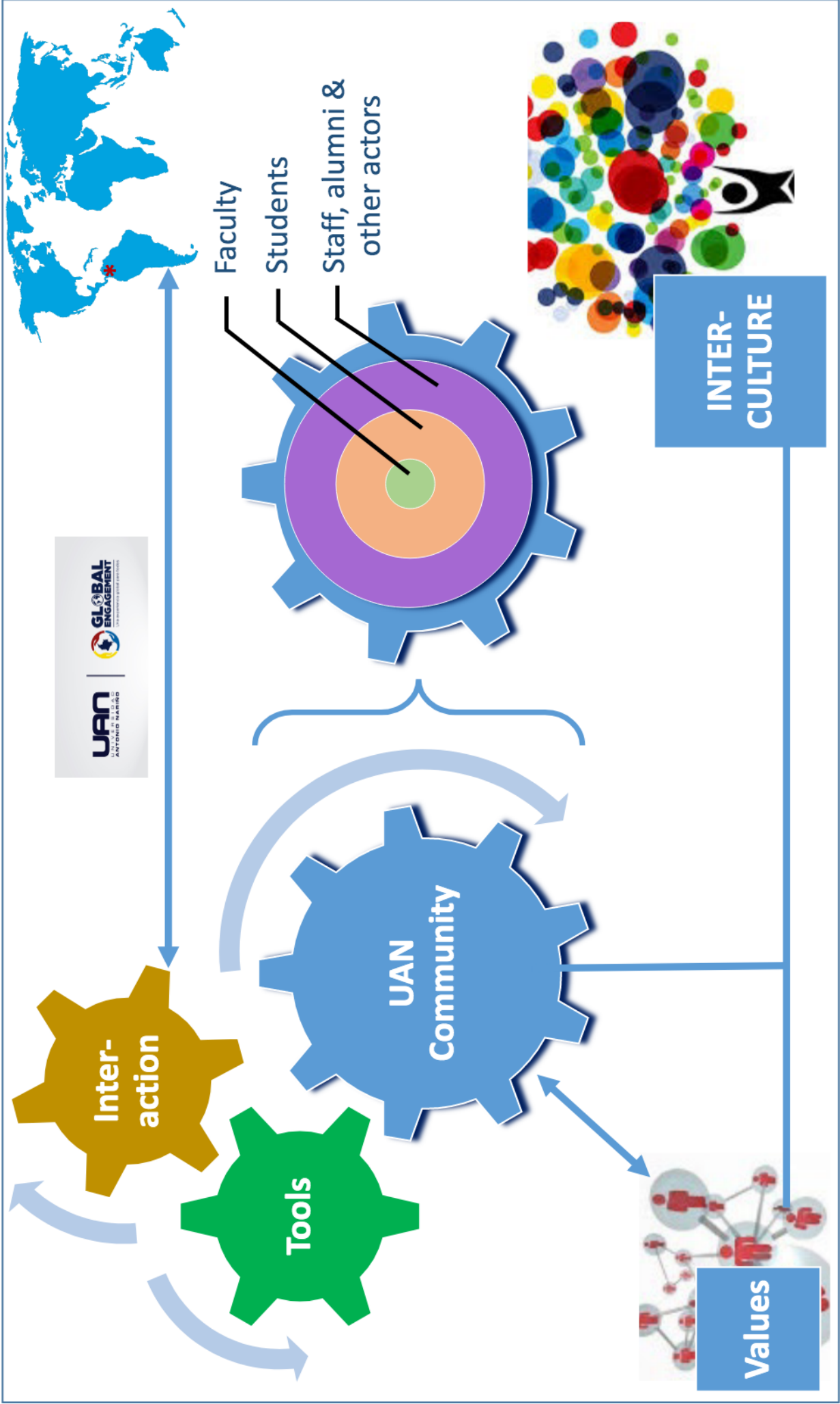
## OUTCOMES



## IMPACTS







# UAN network

Champions



Monthly meetings

Sharing of  
knowledge



School/Campus  
actions

Lab of ideas



UAN Network  
products

Toolkit



# What is next?



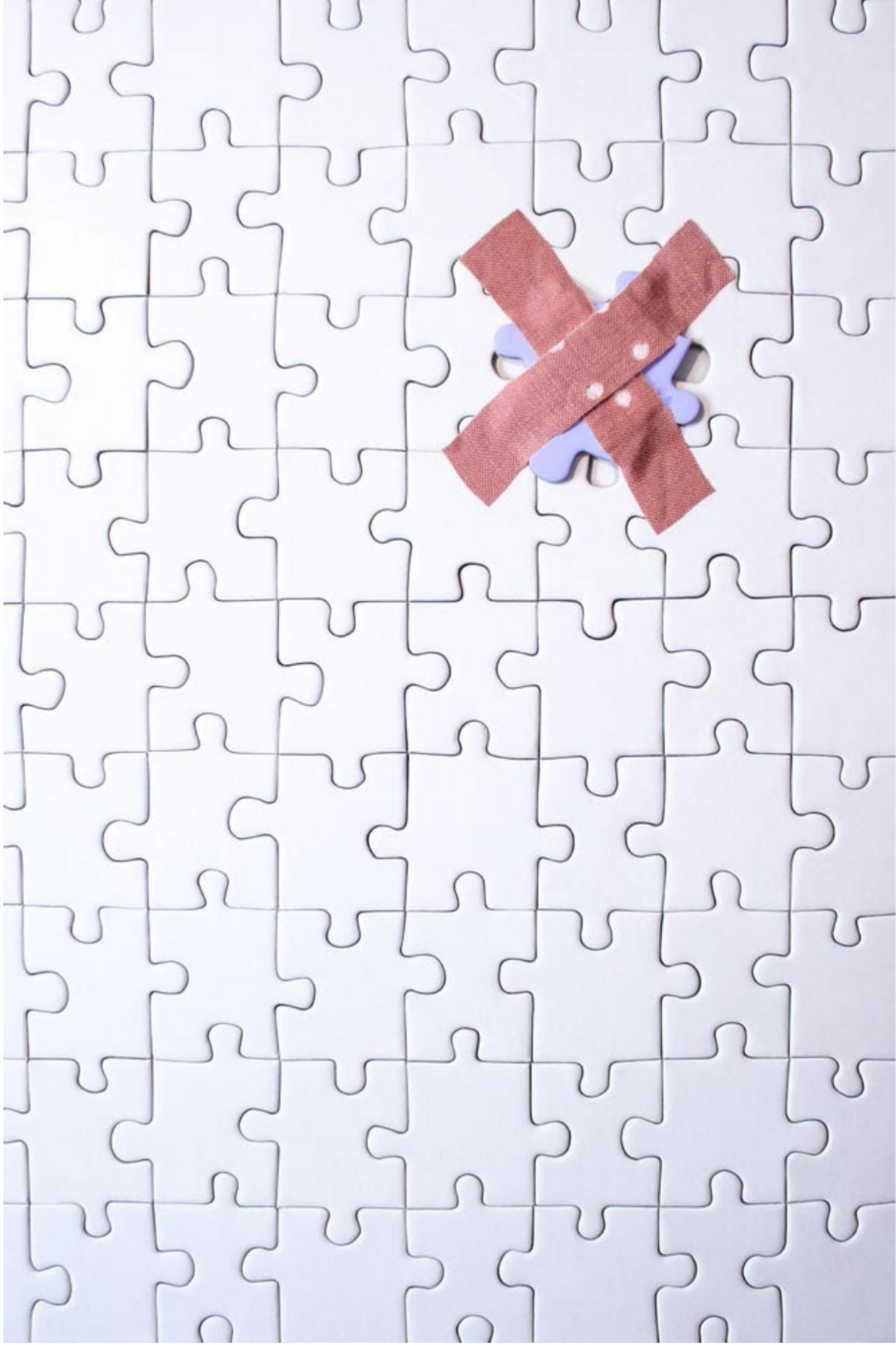
Universidad de

**La Sabana**

An institutional model  
for strategic  
alignment, applied to  
internationalization



130





Universidad de  
**La Sabana**

- ✓ **Private**
- ✓ **39 years**
- ✓ **Youngest university in Colombia with 8-year High quality accreditation**
- ✓ **QS-Ranked in the Top 10 Universities Colombia**

**595**  
International students

**117**  
Subjects taught  
in English

**12.032**  
Students

**\$4,1**  
Million dollars in  
annual scholarships

Our  
Campus:  
**114** Hectares



In process:

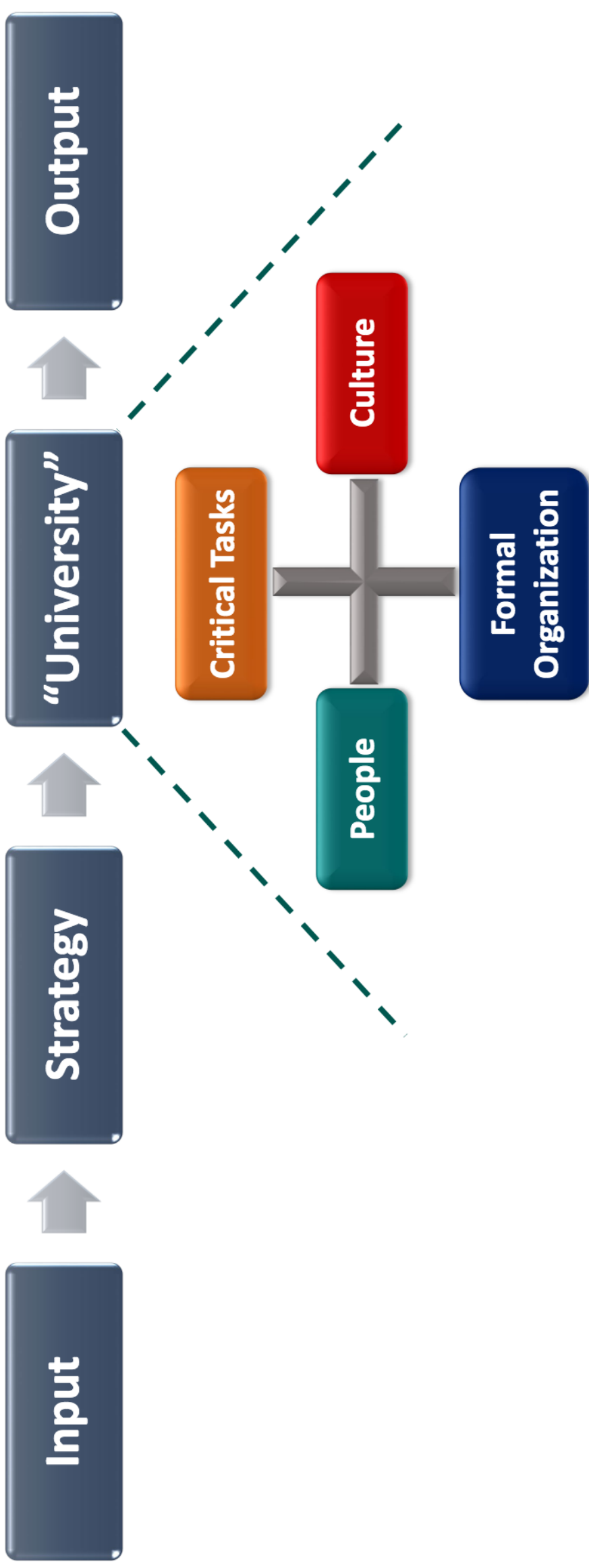


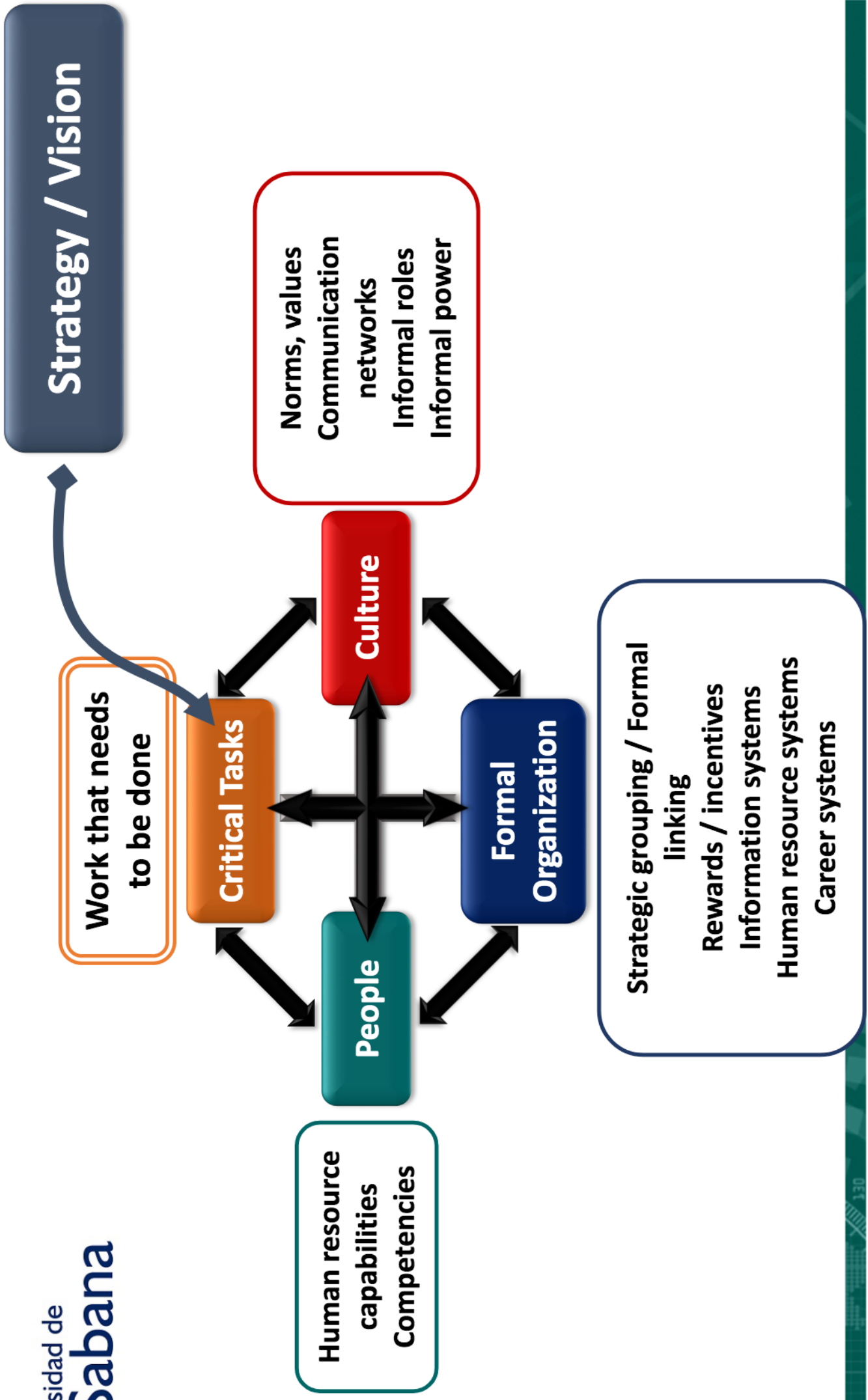


Universidad de  
**La Sabana**

# The Congruence Model

David A. Nadler / Michael L. Tushman  
Columbia University – Graduate School of Business





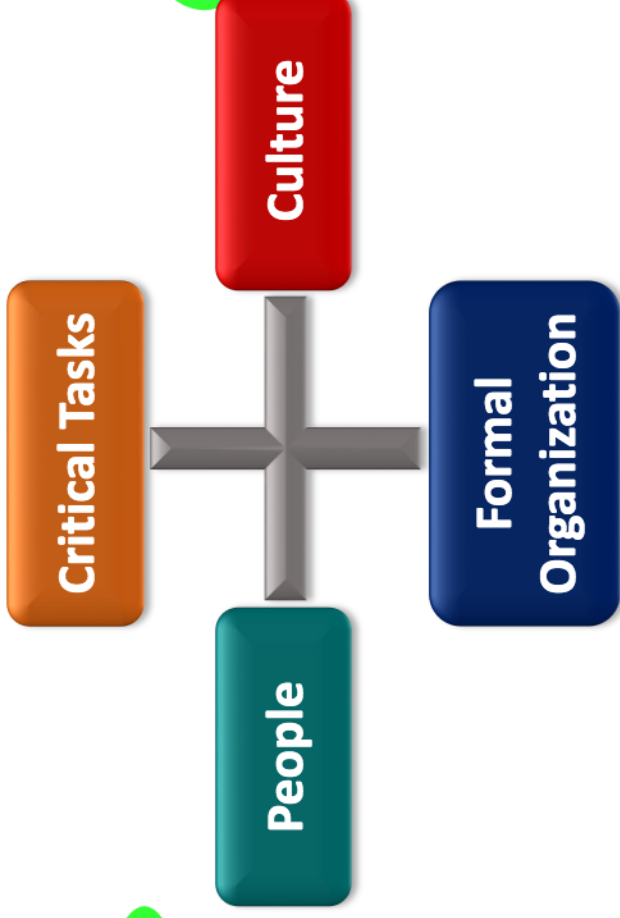


## Internationalization Plan

**2015: Boost**  
internationalization strategy  
in all levels of the University

### Faculty member = intern. Coordinator

- Program directors with different ages and backgrounds
- Faculty complying w/core functions.



- **Service-oriented**
- **Work well-done**
- **Respect for top leadership and commitment.**

- Importance of personal relations
- Formal procedures for projects
- “Hallway management” is OK for day-to-day tasks.

- Institutional Development Plan
- School-level development plans
- Individual performance goals / academic agenda

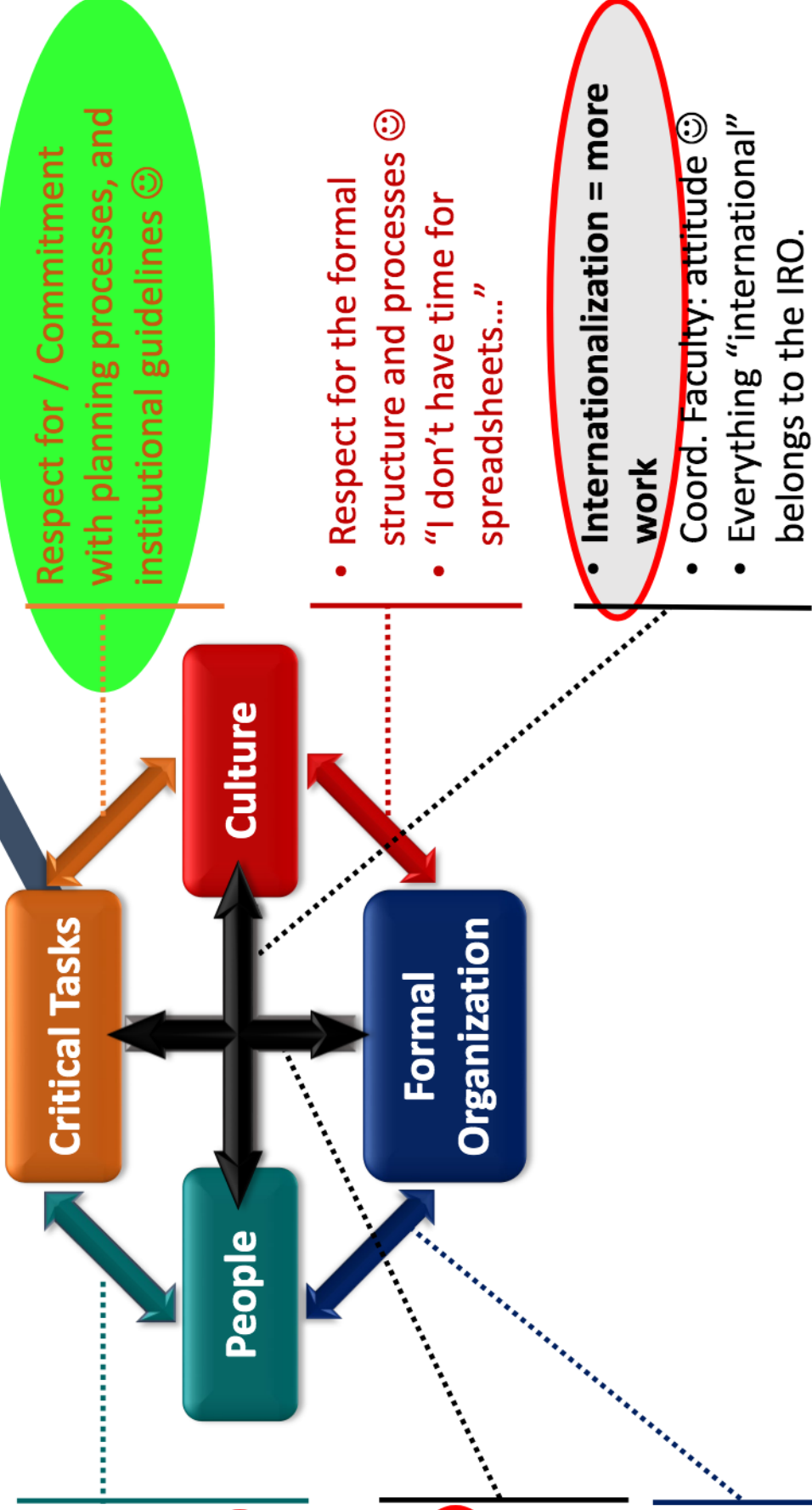
- **Centralized processes**
- **Structure: hierarchical**

- Int. information system: spreadsheets

- Coord. faculty: no admin. skills (or taste for it). 😞
- Int. Champions 😊
- Don't know: fear of the unknown
- Can't: personal insecurities

- Centralized structure "bureaucratizing" the execution of the strategy.

- Difficulties in articulating Int. Plan with Schools'
- Can't: full w/core functions
- Won't: Lack of incentives
- Support for int. Initiatives 😊



**2015: Boost**  
internationalization strategy  
in all levels of the University

Respect for / Commitment  
with planning processes, and  
institutional guidelines 😊

- Respect for the formal structure and processes 😊
- "I don't have time for spreadsheets..."

- **Internationalization = more work**
- Coord. Faculty: attitude 😊
- Everything "international" belongs to the IRO.

Int. Plan = separate  
document, follow-up,  
"additional work..."

- Coord. faculty: no admin. skills (or taste for it). 😞
- Int. Champions 😊
- **Don't know: fear of the unknown**
- **Can't: personal insecurities**

- **Centralized structure "bureaucratizing" the execution of the strategy.**

- Difficulties in articulating

Int. Plan with Schools'

- Can't: full w/core functions
- Won't: Lack of incentives
- Support for int. Initiatives 😊

Int. Plan = separate document, follow-up, "additional work..."

Critical Tasks

People

People

Culture

Respect for / Commitment with planning processes, and institutional guidelines 😊

- Respect for the formal structure and processes 😊
- "I don't have time for spreadsheets..."

**Internationalization = more work**

- Coord. Faculty: attitude 😊
- Everything "international" belongs to the IRO.

**2015: Boost** internationalization strategy in all levels of the University

## 2015: Boost internationalization strategy in all levels of the University

Int. Plan = separate document, follow-up, perceived as additional work...

- Centralized structure “bureaucratizing” the execution of the strategy.
- Difficulties in articulating Int. Plan with Schools’

- Coord. faculty: no admin. skills (or taste for it) 😞
- Int. Champions 😊
- DK: fear of the unknown
- C: personal insecurities
- W.:

- C.: full w/core functions
- W.: Lack of incentives
- Support for int. Initiatives 😊

CRIT. TASK

STRATEGY

CRIT. TASK

FORMAL ORG.

CRIT. TASK

PEOPLE

PEOPLE

FORMAL ORG.

## 2016-2018 Institutional definition and vision of internationalization

7 Institutional Strategic Priorities.

### Internationalization in all of them: Roadmap

- Matrix structure: Dean + IRO
- IRO present in schools’ planning sessions (2019)
- **Mix of centr./de-centr. processes, decision-making...**

### Full-time international coordinators @ schools

- Int. Champions 😊
- DK: info sessions, one-to-one
- C: conferences, trainings, workshops
- W: starting to see the benefits on colleagues

- C.: integrating Int. into core functions
- W.: Lack of incentives 😞
- Support for int. Initiatives 😊

- **Internat. Included in job description of key positions. Faculty recruitment.**

- The greater the alignment, the greater the performance
- There is not such thing as a “perfect fit”
  - ✓ Strategy is dynamic. Cyclical review: Flexibility
  - ✓ **Changes come with new challenges**
- Useful at all levels
- Useful for many purposes / stages of the plan
- Leadership support
- **People: the best “resource”**



# Key points for successful implementation

- Listening



- Communication



- Data

