

# **Internationalizing Community Colleges – The Texas Agenda**

The Alamo Colleges  
El Tropicano Riverwalk Hotel  
San Antonio, Texas  
January 24, 2014

**The Alamo Colleges hosts the  
Association of International Education Administrators  
Thematic Forum  
Internationalizing the Community College: The Texas Agenda**



**Friday, January 24, 2014  
8 a.m. - 5 p.m.**

El Tropicano Riverwalk Hotel  
110 Lexington Avenue  
San Antonio, TX 78205

**Learning Outcomes**

At the end of this one-day symposium, participants will understand:

- How to create a plan for internationalization that is appropriate to their institution
- How to get buy-in from individuals key to the internationalization process
- How community colleges are connected to local & global economies
- How to evaluate the effectiveness of their institution's globalization plan

**Symposium Speakers**

Dr. Christa Olson, Vice Provost of International Programs, Drake University

Dr. Carol Stax Brown, President, Community Colleges for International Development, Inc. (CCID)

Dr. Federico Zaragoza, Vice Chancellor for Economic and Workforce Development, Alamo Colleges



For more information visit:  
[alamo.edu/district/international/conferences](http://alamo.edu/district/international/conferences)





# Internationalizing the Community Colleges: The Texas Agenda January 24, 2014



A Regional Forum hosted by Alamo  
Colleges with sponsorship from the  
Association of International Education  
Administrators (AIEA)

## Internationalizing the Community College – The Texas Agenda

### Final Report

### Summary of Importance

In today's increasingly international society, college graduates must be equipped with certain global competencies that will give them experience with a multiplicity of cultures, personalities, and belief systems. It is the responsibility of higher education institutions to not only provide students with opportunities to travel abroad and experience the diversity of other countries, but to also incorporate international learning experiences within their own institutions. Providing students with a foundation that includes a global perspective is crucial to properly preparing them for the current labor market.

According to the American Association of Community Colleges (AACC), two-year institutions serve nearly half of the undergraduate population in the United States. This population will graduate from college and enter a workforce that is increasingly diverse and requires skills and knowledge that promote employee and industry success. In December 2012, in anticipation of this growing global workforce, the Texas Higher Education Coordinating Board (THECB), the Texas Legislature, the higher education community, and the private sector joined together to achieve globalization in four key areas including globalizing the Texas curriculum and faculty. This focus on globalization is designed to bridge existing educational gaps that will disallow the state of Texas to compete on a global scale by 2030 because its population, though more globally representative, will be less educated. Texas community colleges have a responsibility to their students and the workforce as a whole to intercede with a comprehensive plan for internationalization.

### The Alamo Colleges Approach

Given this information, the Alamo Colleges organized a one-day symposium, inviting representatives from all Texas community colleges including senior administrators, senior international officers, and key personnel authorized to execute a plan of internationalization for their college. Representatives from the Association of International Education Administrators,



the Community Colleges for International Development, and the American Council on Education were also invited to participate in this effort. The purpose of the symposium was to create an inclusive plan for internationalizing community colleges in the state of Texas and to create a model for community colleges across the United States to follow and extend with regarding to globalization.



## Symposium Overview

The symposium examined the complex definition of internationalization to gain an understanding of the process with regard to its application to all facets community colleges. The goal of the symposium was to offer theoretical and practical framework through informed discourse that would provide information about the various contexts which shape the priorities and directions of internationalization for two-year colleges.

## Learning Outcomes

- How to create a plan for internationalization that is appropriate to their institution;
- How to get buy-in from individuals key to the internationalization process;
- How community colleges are connected to local economies;
- How to evaluate the effectiveness of their institution's globalization plan.

## Summary of Dialogues

While four sessions were planned for the Forum, a rare occasion of inclement weather in San Antonio provided the opportunity to shorten the sessions to three and modify the presentations to a dialogue format. The following sessions were held on the day of the Forum.

### Morning Session: Internationalizing College Campuses

*Presenter: Dr. Christa Olson, Chair of Professional Development Committee, Association of International Education Administrators and Vice Provost for International Programs, Drake University*

During this session, Dr. Olson shared a brief history of internationalization in the community college. She also provided a definition of internationalization and described it as a process that is on-going and evolving. Following Dr. Olson's overview, she opened discussions among the participants by asking the group for specific instances of internationalization at their institutions. This method allowed Dr. Olson to facilitate dialogues among the group about how to move forward with specific initiatives, given the information provided in the overview, and how to identify key individuals within the institutions that could assist with the process. Additionally, Dr. Olson explained that international initiatives have changed of the years and can be described as from being shallow to deep and narrow to broad. Per Dr. Olson, most institutions engage in activities that place them in the middle of the spectrum.

*"I liked the diversity of the organizations/institutions/regions and individuals gathered together."*

**3 community colleges, 2 universities, 2 organizations and 1 travel abroad vendor were in attendance at the forum:**

Alamo Community Colleges  
District Offices  
Palo Alto College

City of San Antonio – International  
Relations Office

Clarendon College

Tarrant Community College

Texas International Consortium

Schreiner University

Sol Education Abroad

University of the Incarnate Word

## Luncheon Speaker: Strategic Internationalization

Presenters: Dr. Carol Stax Brown, President Community Colleges for International Development, Inc.  
Ms. Liz Bergeron, Project Director, Community Colleges for International Development Inc.



Dr. Stax Brown and her colleague, Liz Bergeron, opened the luncheon session by sharing the role of Community Colleges for International Development (CCID) in internationalizing community colleges. As described by Dr. Stax Brown, CCID recognized the need to connect community colleges with institutional stakeholders (i.e. private organizations, businesses, etc.) to adequately prepare students for the local and global workforce. Therefore, CCID acts as a facilitator between the community college and institutional stakeholders.

Acting as a facilitator, CCID sought to create partnerships which would prove beneficial not only to the institutions, but to the institutional stakeholders as well. This idea led to the development of the System for Comprehensive Internationalization (SCI). Through this framework, institutions “create” opportunities for their students to expand their international experiences, thus expanding the efforts of the institution, and, in turn, institutional stakeholders would be provided with a globally competent workforce. The SCI is composed of three main components: (a) Institutional Analysis; (b) Collaborative Discover; and (c) Institutional Recognition.

### Institutional Analysis

During this process, CCID helps partner institutions determine their values in the context of comprehensive internationalization, establish a baseline set of data, and create a strategic plan. These activities allow the institution to reflect on where their previous initiatives have led them and what direction they would like their initiatives to take. Through this analysis, CCID is able to identify specific college needs and strategic interventions to aid in the internationalization process.

### Collaborative Discovery

In the second step of the SCI process, CCID assists institutions in identifying a target area (i.e. curriculum, co-curriculum, and learning outcomes) for improvement. Institutions will commit to working on the targeted area for an established amount of time; however, CCID will provide all the necessary services, programs, and networks needed to accomplish this goal. Some examples of the services provided by CCID are: mentoring, conferences, associated networks, and specialized curriculum.

### Institutional Recognition

CCID offers recognition to those on the journey to comprehensive internationalization and those who have completed the journey. The purpose behind the recognizing partner institutions is to provide sense of community by celebrating all successes, no matter how big or small.



The presentation concluded with Dr. Stax Brown and Ms. Bergeron providing scenarios and examples of how CCID creates innovative and creative partnerships to fund international opportunities.

This presentation prompted forum attendees to ask questions about how they could develop partnerships with institutional stakeholders on their own. Attendees described their need for this knowledge based on limited resources and/or the possibility of “watering down” the partnerships if too many individuals were involved. One attendee was willing to offer insight into local and global partnerships her organization has leveraged with cities, businesses, and institutions of higher education. She further provided guidance to attendees by providing information on where and how one could begin leveraging partnerships locally and globally, aside from CCID.

From the previous dialogue, discussions began to center around buy-in from faculty and administrators. Many of the participants described having little to no support from such constituents, and they wanted tips on how to leverage these discussions. Dr. Stax Brown offered advice on finding a “space” both parties agree upon and leveraging from there. Ms. Bergeron added to the comment by stating, “do some research on the person you are trying to leverage with – knowing what they find important will help you develop the “space” you agree on/ assist in creating a mutually beneficial partnership.”

### **Afternoon Session: Comprehensive Internationalization and the Community Colleges**

*Presenter: Dr. Barbara Hill, Senior Associate for Internationalization, American Council on Education*

Barbara Hill facilitated the final discussion of the forum, which revolved around the American Council on Education’s (ACE) Model for Comprehensive Internationalization. The model is composed of six

interconnected target areas of comprehensive internationalization: (a) articulated institutional commitment; (b) administrative structure and staff; (c) curriculum, co-curriculum, and learning outcomes; (d) faculty policies and practices; (e) student mobility; and (f) collaboration and partnerships (see figure 1).



**Figure 1**

Dr. Hill discussed how these components are used to measure internationalization initiatives and global engagement efforts across campuses, regardless of the higher education sector. Dr. Hill pointed out to attendees that, “the process (of comprehensive internationalization) plays out very differently at different types of institutions, and not all will be as active in all areas, but all the areas need attention and consideration as part of the strategic internationalization process”.

Dr. Hill further discussed how this information led to ACE’s Center for Internationalization and Global Engagement (CIGE) to think strategically about the approach to Internationalization and student global learning in American institutions. This led to the creation of ACE’s Mapping Internationalization Assessment Tool. The easy-to-use tool would allow institutions to analyze their current internationalization initiatives and global engagement across their campus as well as benchmark themselves against participating institutions. Prior to the forum, members were provided the link to the assessment tool.

Using the data gathered from the Mapping Internationalization Assessment Tool, ACE and the Center for Internationalization and Global Engagement (CIGE) have found the following areas of progress in regards to internationalizing campuses:

- 50% of two year colleges and special focus institutions have reported acceleration in internationalization
- Formal assessment of internationalization initiatives have increased by 37%
- 68% of institutions are now considering international background, experience, and interests in hiring practices for faculty members, specifically in fields that are not traditionally international or global in nature.
- Over half of institutions (54%) administer their own study undergraduate abroad programs

While the progress of internationalization has been significant over the past ten years, administrators are still facing challenges which can affect initiatives. ACE and the CIGE found the following areas for improvement:

- A mere 8% of institutions have detailed guidelines which specify international work or experience as a consideration for tenure and fewer provide such opportunities for faculty and staff
  - If faculty members are not rewarded for such work and/or experiences, they may find little justification to participate
- Courses reflect global trends and issues versus global perspectives, issues, and events from outside the United States
- While recruiting efforts have increased, little has been organized to support international students, in terms of programming and support services.

Dr. Hill concluded her presentation by asking attendees general questions about their institutional initiatives and provided them with tools to begin to strategically think about internationalization and how it fits in with the institutional mission, goals, and objectives.

**Breadth of administrative, faculty, and professional staff roles at the forum:**

Coordinator  
Director of Admissions  
Director of International Programs  
Director of Program Development/International Initiatives  
International Student Specialist  
Professor  
Program Coordinator  
Senior International Relations Specialist  
Study Abroad Coordinator  
Vice President

“Very much enjoyed hearing the organization specific insights from the individuals from CCID and ACE.”



## Next Steps: An Agenda for Internationalization

Moderator: Ms. Carol P. Fimmen, District Director, Alamo Colleges

Ms. Fimmen brought the forum to a close with a brief dialogue about the importance of the event and discussing how she would like to continue the discussions through the creation of a formal consortium of community colleges. Ms. Fimmen further discussed her willingness to continue this event in the future by hosting an annual symposium. Program participants agreed that this event would prove beneficial to internationalization initiatives and further recommended that it would be meaningful to have one session dedicated to best practices. The need for such session was attributed to the fact that many individuals had limited knowledge coming into their positions and this session would allow them to create their own professional network.

## Facilitating the Process

Participants were provided several resource materials to reference and utilize as they begin and continue mapping their individualized plans for internationalizing their home institutions. Resources included information from the Association of International Education Administrators (AIEA), The Forum on Education Abroad, NAFSA: Association of International Educators, the University of Minnesota, and EduationDynamics. Participants also received a list of international associations where more detailed information could be obtained as well as handout supplied by forum presenters

“The handouts were very helpful and I was happy to be reminded of such invaluable resources as “Open Doors,” for example.”

## Results

Although participation at the forum was impacted by inclement in San Antonio, the institutions represented in the dialogues found the following to be common challenges among their organizations with regard to internationalization:

- Uncertainty concerning best practices
- Lack of knowledge about the process of internationalization
- Lack of faculty engagement in international activities
- Lack of identifiable resources concerning internationalization

Representatives from the institutions also expressed a desire to learn creative ways to build community partnerships to internationalize their colleges or campuses. They also expressed a desired to continue these dialogues annually.

### *Community Building*

The Alamo Colleges were pleased to have a representative of the City of San Antonio's International Relations department participate in the forum dialogues. This show of local support was crucial in the discussions concerning the impact of academic internationalization on the local population and economy. Local universities also showed support of the forum. Due to the weather, only one university attended and shared information about what takes place in their institution. The ability to have this perspective from a four-year college was important to dialogues, as participants were able to understand the commonalities in challenges regarding internationalization.



### **Recommendations**

The Alamo Colleges makes the following recommendations as a result of the AIEA Thematic Forum:

- To continue the dialogues within the next quarter
- To assess how the information learned has been applied in the institutions
- To develop a technological means of allowing participating colleges to continue discussions

## Original Program Agenda

Internationalizing Community Colleges – The Texas Agenda  
El Tropicano Riverwalk Hotel  
January 24, 2014

**8:00 – 9:00**

### **Continental Breakfast & Registration**

**9:00 – 9:30**

### **Welcome & Opening Remarks**

*Presenter: Dr. JoCarol Fabianke, Vice Chancellor for Academic Success, Alamo Colleges*

**Morning Session: 9:30 -12:00**

### **Internationalizing College Campuses**

Internationalization is a multi-layered process that involves various levels of communication, leadership, and implementation within an institution. Beginning with a brief history of internationalization in community colleges, this session will dissect the process into components that are readily accessible. Active participation and dialogue will comprise this opening session and set the tone for learning and sharing throughout the day.

*Presenter: Dr. Christa Olson, Chair of the Professional Development Committee, Association of International Education Administrators and Vice Provost for International Programs, Drake University*

**Luncheon Speaker: 12:00 – 1:00**

### **Strategic Internationalization**

Carol Stax Brown will share ways that community colleges are leveraging partnerships and consortia to expand their global footprint and advance their internationalization activities. However, the audience will play a major role in highlighting some of the challenges our specific sector faces while doing so. Despite the great strides we are making, the community college concept is still fragile in many regions of the world. Carol and CCID Project Director, Liz Bergeron, will provide examples and partnership opportunities for Texas colleges to contribute to a movement that provides much needed accountability and recognition to community college internationalization

*Presenters: Dr. Carol Stax Brown, President, Community Colleges for International Development, Inc.  
Ms. Liz Bergeron, Project Director, Community Colleges for International Development, Inc.*

**Afternoon Session: 1:15 – 2:15**

### **Community Colleges and the Global Workforce**

The world economy and workplace requirements change constantly and significantly as a result of new information technologies, new work-force requirements, a movement toward global and multi-cultural market places, and a dramatic human-resource population shift. Within this context, higher education institutions are challenged to write new visions, change their operational climate and increase their ability to function in an increasingly pluralistic and global environment. The question is no longer whether we need to prepare and organize cultural

pluralism, ethnic diversity, and an international operating environment, but rather how we can best accomplish this task.

*Presenter: Dr. Federico Zaragoza, Vice Chancellor for Workforce and Economic Development, Alamo Colleges*

**2:15 – 3:15**

**Comprehensive Internationalization and the Community Colleges**

This presentation will provide an overview of the most recent ACE survey mapping internationalization, its findings and reality checks, and then move to ACE's process for comprehensive internationalization.

*Presenter: Dr. Barbara Hill, Senior Associate for Internationalization, American Council on Education*

**3:30 – 4:00**

**Next Steps: An Agenda for Internationalization**

*Moderator: Ms. Carol P. Fimmen, District Director of International Programs, Alamo Colleges*



## Presenter Biographies



### **Carol P. Fimmen (Facilitator)**

Carol P. Fimmen is the District Director of International programs at Alamo Colleges in San Antonio, Texas. Prior to this, Ms. Fimmen was the Director of the Office of Global Education at Western Illinois University in Macomb, Illinois, where she served as coordinator, supervisor or director of more than ten grant-funded projects totaling over nine million dollars.

Currently, she serves as the external evaluator for several grant projects including an alliance to promote sustainability of the environment through energy efficiency led by the University of Louisiana at Lafayette, framing the future with green building technology led by College of the Mainland in Texas, and building the capacity for doing international business led by Canisius College in New York.

Ms. Fimmen has a B.A. from Southern Illinois University at Edwardsville and a M.A. from the University of Arkansas at Little Rock. She has completed graduate courses in human resources and organizational behavior from the University of Iowa.



### **Dr. Barbara A. Hill**

Dr. Barbara A. Hill is Senior Associate for Internationalization with the American Council on Education's Center for Internationalization and Global Engagement. She served as a senior consultant to the Higher Education for Development program (formerly the Association Liaison Office for University Development). She has been a participant in the Visiting Advisors Program of the Salzburg Seminar and continues to moderate the Intellectual Renewal Seminars for Leaders, begun at Radcliffe College/Harvard University. She served as chair of the board of directors of the Maryland Humanities Council.

Dr. Hill earned a B.A. in English literature with honors from the University of Illinois, Champaign-Urbana, and a M.A. and Ph.D. in English literature from the University of Washington, Seattle. She has held senior level administrative positions at several higher education institutions, including acting director of admissions at Hood College (1979-1980), associate dean of the faculty at Barnard College/Columbia University (1984-86), provost of Denison University (1986-1990), and president of Sweet Briar College (1990-1996). Hill was an ACE Fellow in 1979-80.



**Dr. Christa Olson**

Dr. Christa Olson has the privilege of serving as Drake University's first Vice Provost for International Programs. In this capacity, she is charged with advancing the Drake University International Strategic, overseeing administrative offices responsible for supporting Drake's internationalization efforts, and collaborating with colleagues across the Drake community, in the greater Des Moines area, and at partner institutions around the world.

Prior to coming to Drake, Dr. Olson served as the Associate Director for International Initiatives at the American Council of Education. Before coming to ACE, Dr. Olson was a professor at New Jersey City University, an urban institution in Jersey City, New Jersey, where she taught French, Intercultural Studies, and Women's Studies.

Dr. Olson earned her Ph.D. in French from Stanford University and attended a post-doc summer institute at the Université de Cheikh Anta Diop in Dakar, Senegal. She is also a North American Studies Fulbright alumna.




**Dr. Carol Stax Brown**

Dr. Brown joined Community Colleges for International Development, Inc.(CCID) in 2008. As its National Director, she led the very successful U.S. Department of State sponsored Community College Initiative. She has been the organization's President and Executive Director since 2011.

Earlier in her career she became the campus administrator operating a new college campus and managing accreditation processes for its technical and industrial programs. She also has several years of corporate experience in marketing and public relations, with particular success in start-up company ventures. Her teaching experiences include various positions in middle and high school and as faculty at the technical college level in GED, ESL, English and humanities.





A special thank you to our committee members for their guidance in planning and developing the program:

**JoCarol Fabianke**

*Vice Chancellor for Academic Success*  
Alamo Community Colleges

**Carol Fimmen**

*District Director of International Programs*  
Alamo Community Colleges

**Steven Lewis**

*Continuing Education Specialist*  
Alamo Community Colleges

**Christa Olson, Ph.D.**

*Vice Provost for International Programs*  
Drake University

**Adelina Silva, Ph.D.**

*Vice Chancellor for Student Success*  
Alamo Community Colleges

**Carol Stax Brown, Ph.D.**

*President*  
Community Colleges for International  
Development, Inc.