

Mapping Strategies to Reach Your Vision for International Education

February 1-3, 2017

The Thematic Forum, *Mapping Strategies to Reach Your Vision for International Education*, was designed specifically for senior international officers interested in evaluating their approach to international education on their campus to ensure current issues in the global world are being addressed. Institutions from across higher education embrace internationalization through many different approaches and with ever increasing methods and frameworks. This forum focused upon how leaders can elevate the quality of internationalization on campus with cohesiveness, intentionality and consideration for latest issues in the world.

The forum began with a keynote address followed by five workshops designed to network and facilitate attendees in formulating a concrete map that connects strategies to implementation. Workshop topics include 1) case studies and models for transcending an institutional mission into a framework for international education, 2) mapping strategies, initiatives and programs to university and curricular goals, and 3) integrating intercultural learning into your campus. The final workshop allowed participants to network, discuss challenges and conceptualize a map for implementing their visions. The Forum concluded with a session with TCU's Vice-Chancellors for Finance and Development, providing attendees an opportunity to ask questions related to obtaining financial resources and support.



The Forum's opening keynote, Jennifer Klein Burrows, Educational Consultant for World Food Bank, challenged participants to consider some of the actions and policies that unintentionally do harm in the world. Her keynote, "Getting Better at Doing Good in the World" challenged SIOs to examine activities such as volunteer work through a different and challenging lens that often times, these programs do more harm than good in-country. The dialogue following her presentation was robust, and the keynote

served a valuable lesson in setting the stage for internationalization and what it means today—including the challenges we must consider. Forum topics-- from comprehensive internationalization to mapping student outcomes and assessment -- were well-received and the dialogue was purposeful.



MAPPING STRATEGIES TO REACH YOUR VISION FOR INTERNATIONAL EDUCATION

AIEA THEMATIC FORUM
February 2-4, 2017
Texas Christian University



UNIVERSITY
PROGRAMS

Center for International Studies



THE UNIVERSITY *of*
TULSA

Center for Global Education

Facilitators:

Dr. Tracy Williams, Associate Director of Center for International Studies
Texas Christian University

Dr. Jane Kucko, Vice-Provost for Global Education
University of Tulsa

The Agenda



Keynote Address

Getting Better at Doing Good in the World

Jennifer Klein Burrows formerly of World Bank Group

Session 1: From Mission to Implementation: Designing a Cohesive Framework for Internationalization

Dr. Jane Kucko, Vice Provost for Global Education, University of Tulsa

Session 2: Mapping Strategies to Achieve Goals and Outcomes.

The Koehler Center for Teaching Excellence
Texas Christian University

Session 3: The Prism Project: Embedding Intentionality & Your Framework Into Study Abroad Through Intercultural Learning

Dr. Tracy Williams, Associate Director for
Center for International Studies: TCU Abroad

February 3rd 9:00 a.m. to Noon

Session 4: Creating Your Map.

Participants will submit 2 to 3 issues and/or roadblocks they find challenging prior to the Forum. This workshop is participatory in that participants will discuss challenges, explore ideas and solutions, and conceptualize their map that connects strategies and current world issues to their goals and vision. Facilitators will be present.

Session 5: Securing Resources for Implementation for Your Vision

TCU's Vice Chancellor for Fiscal Affairs, Brian Gutierrez
Vice-Chancellor for Development, Don Whelan



MAPPING STRATEGIES TO REACH YOUR VISION FOR INTERNATIONAL EDUCATION

LIST OF PARTICIPANTS

Paula Hentz
Director of International Learning
Stetson University

Wesley Milner
Executive Director of International Programs
University of Evansville

Catherine H Winnie
Director of Education Abroad
Southern Methodist University

Caroline Ickes
Director, Strategic Partnerships
International Studies Abroad
cickes@studiesabroad.com

Lesley Robinson
Director, Global Engagement
St. Edward's University

Rodolfo Hernandez Guerrero
International Partnership Development Director
The University of Texas at Dallas

Sully Saucedo
Coordinator, International Admissions
Texas Woman's University

Leticia S. Zamarripa
Director of Global Engagement
UT Dallas

Jane Clarke
Regional Sales Director
LewerMark Student Insurance

Belkys Torres
Associate Director for International Programs
University of Pittsburgh

Amy Shenberger
Interim Vice Provost for International Affairs
University of North Texas

John Singleton, Director
International Services
TCU

Cristen Casey
Assistant Vice President, International Programs
UT Dallas

Bill Clabby
Associate Vice President for Global Initiatives
St. Edward's University

Latonya Hines
Assistant Director of Admission
Weatherford College

Sheryl O.I Harris Oliverez
Executive Director
Tarrant County College

Jade Fernberg
Study Abroad Coordinator
Austin College

Laura Semenow
Associate Director
The University of Tulsa

Keynote Address

Jennifer Klein Burrows
Educational Consultant for World Bank Group
Getting Better at Doing Good in the World

What is the impact of our work as international educators? How do the choices we make impact our own students and the people they touch? Are we building the future we want? In this provocative keynote, Ms. Burrows will discuss the actions and policies that unintentionally do harm in the world, and the ways we can get better at doing good – whether that is the structure of service learning in developing countries, the innovations in educational institutions, or the assessment and certification processes.

Session 2

TCU's Koehler Center for Teaching Excellence

As an academic, you've probably spent time mapping student assignments to learning outcomes. It is equally important to map strategies, initiatives and programs to university goals. In this session, learning outcome experts will lead participants through the cycle of developing university goals, designing strategies and initiatives, and measuring outcomes.

Session 3

Dr. Tracy Williams, Associate Director for International Studies, TCU

The Prism Project: Embedding Intentionality and Your Framework into Study Abroad through Intercultural Learning

International Education has lofty goals for students to learn important things about the world, but research shows there is a large disconnect between what students could learn and what they actually learn. Whether they are going abroad or learning about the world in their own homes, they are often tripped up by the very thing we hope to help them overcome – their own cultural biases. Intentionality and conscious focus on cultural lenses is essential for students to gain the broader views and new cultural perspectives we want for them. This session will discuss Dr. Williams' approach to imbedding intercultural learning in international education initiatives

Session 4

Creating Your Map. Participants will be asked to submit along with their registration 2 to 3 issues and/or roadblocks that they find challenging allowing the forum hosts to set up an agenda and round-tables by topic prior to the beginning of Workshop 4. This workshop will be focused upon discussions amongst participants on how others are addressing the challenges including ideas, suggestions, initiatives that they have implemented. This is a work session that provides meaningful time for SIOs to sketch out a concrete map that connects strategies and current world issues to their goals and vision. Facilitators from the previous workshops will be available to answer questions, however, this is a work session for the participants. Internet will be provided.

Session 4

Brian Gutierrez
Vice-Chancellor of Finance, TCU
Don Whelan
Vice-Chancellor of Development, TCU

Securing Resources for Implementation of Your Vision.

TCU's Vice Chancellor for Fiscal Affairs, Brian Gutiérrez will present tactics for talking with your campus Financial Officer in order to obtain resources to implement your vision. What homework needs to be done before talking with your financial officer? What kinds of questions should be asked? How do financial officers think? How can you effectively communicate your vision to achieve the goal of securing funding? TCU's Vice Chancellor for Development, Mr. Don Whelan, will take a similar approach from the first presentation by presenting talking points and best approaches from the lens of a development officer. Questions and Answers from the participants. Participants are encouraged to give specific examples of types of projects/visions that they have developed during the previous day's workshops.



Summary of FORUM

The Forum opened up with a keynote address from Jennifer Klein Burrows, Educational Consultant for World Food Bank who challenged us to consider some of the actions and policies that unintentionally do harm in the world (see photo below, left). Her keynote, “Getting Better at Doing Good in the World” challenged SIO’s to look at activities such as volunteer work and explained through a different and challenging lens how often times good intentions create more harm than “good” while in-country.

The keynote’s message served as a valuable reminder as to the purpose of internationalization—including the challenges we must consider. One of Ms. Burrow’s most poignant points was to be sure we understand the consequences of study abroad. For example, while students may desire to volunteer in an orphanage or work to eradicate human trafficking, their volunteer work may actually be supporting the efforts for which they believe they are fighting. The audience discussion following the keynote address was extensive and could have served as an entire additional workshop on how we can do “better at doing good for the world.”



THE WORKSHOPS

The workshop topics from comprehensive internationalization to mapping student outcomes and assessment were well received and the dialogue were purposeful. All of the presenters’ Power Points and handouts were provided to the participants via “Dropbox” and additional documents such as examples of comprehensive plans were shared.

The workshops on mapping learning outcomes to an institutions plan for internationalization was in-depth and provided specific steps to include resulting in robust outcomes. The workshop included hands-on practical application followed by a presentation by Dr. Tracy Williams which presented her work called “the Prism Project” where participants learned how to integrate intercultural learning into their framework for study abroad. The final presentation for the day center around campus-wide assessment through Dr. Chris Hightower’s presentation on how TCU is measuring students intercultural learning through the IES assessment tool.

The second day of the forum began with a 2 hour informal conversation on campus internationalization. Beginning with informal comments by Dr. Jane Kucko, the audience shared their campus’ approach to comprehensive internationalization in terms of strategies that worked, were not effective and the state of their current work. The conversation was robust and the hosts of this particular forum recommends future forums integrate at least one session for just informal discussion and question and answers.

The forum concluded with a presentation by TCU’s Chief Development Officer, Don Whelan and Vice Chancellor for Fiscal Affairs, Brian Gutierrez. Beginning with an introduction on how to effectively communicate with one’s development and financial officers, the audience followed with numerous questions and found the session most helpful. Of particular note is the importance of explaining “impact” in presenting your plans. Mr. Gutierrez also expressed the importance of pilot studies to indicate the worth of the project and sustaining funding.



Rodolfo Hernandez Guerrero, Director of International Partnership Development at The University of Texas at Dallas & AIEA Board Member welcomes the participants to the Thematic Forum.



Thematic Forum Outcomes

The overarching goal of *Mapping Strategies to Reach Your Vision for International Education* was to provide a mechanism for senior international officers to learn and share different approaches for internationalizing one's campus. The forum began with a thought-provoking keynote by Jennifer Klein Burrows, formerly of World Bank Group where attendees were reminded of the complexity of study abroad and internationalization. From the very start, an immediate learning outcome was to be reminded that while we all have the best intentions in advocating study abroad, there are consequences to our interaction with other cultures that must be considered. One poignant example by Ms. Klein were documented cases where students were volunteering for orphanages with the intent of "helping" when in fact their work was quietly supporting critical issues such as human trafficking where the orphanage was a "cover" for the actual purpose of the organization. SIOs responded very positively to the message and intensive discussion ensued where we focused on the need to be thoughtful and well-prepared and informed in planning programs.

Frameworks for different approaches to internationalization were shared to spur conversation, for example TCU's Global Realities and TU's world perspectives and high impact study abroad. SIO's shared their approaches as well including what worked and what did not. As a result, we all learned that there are many different approaches to internationalization and perhaps the most important consideration is to fully understand the culture, population, and learning outcomes desired by one's own institution.

The sessions on learning outcomes and intercultural learning were well received and helpful. Various strategies and techniques to hone in on developing meaningful outcomes as well as embedding them into a program were presented. Of particular note was Dr. Tracy William's work "the Prism Project" on how to teach intercultural learning simultaneously with learning outcomes associated with a particular program or course. TCU's campus-wide assessment project through the IES assessment tool by Dr. Chris Hightower was also noteworthy. The discussion that followed addressed the challenges of assessment in terms of consistency, sustained practice of assessment, and cost. While many were impressed by TCU's campus-wide assessment project, many of the SIOs noted the challenge of the costs of doing so at their own institution which lead to discussion on more feasible practices for institutions with limited resources.

The session on mapping one's specific learning outcomes and plan for internationalization morphed into an almost two hour informal question and answer session centered around comprehensive internationalization. The conversation was built around trust in that honest and frank experiences that worked and didn't work were shared with the understanding the conversation was more for just those SIOs in attendance. Everyone was willing to share and several people commented on how they appreciated the frankness of the conversation. SIOs shared their different approaches to campus internationalization including those institutions who were in the process of planning initiatives such as the QEP or QIP for accreditation purposes.

The final session was a workshop on best ways to communicate with an institution's senior financial and development officers. Both individuals opened up the discussion with examples of best approaches to be successful. For example, the Chief Development officer, Don Whelan stated that the most important considerations for a development officer is impact upon the institution and students, and the strong relationship to the current strategic initiatives. Brian Gutierrez, Vice-Chancellor of Finance at TCU stated that one of the most effective ways to obtain financial and related resources is to present a pilot-program that indicates 1) purpose, 2) impact, and 3) need related to the goal's of the institution. The SIOs in attendance asked many questions and reported learning new methods of asking and obtaining resources in order to implement their internationalization plans.

Insights for Senior International Officers

1. Among the SIOs in attendance, there is a sense of "common good" centered around CI and that there appears to be a willingness to share plans and strategies as a means of collectively achieving this goal in higher education. 2
2. In the spirit of sharing, the presentations and handouts were shared with the SIOs through Dropbox and it remains as a resource for them to utilize.
3. With the variety of approaches to CI, the most critical step is to dive deep into fully understanding your institutional culture, faculty/staff, and students, the mission, strategic plan and institutional priority for CI in order to be successful.
4. Utilizing models such as Oxfam and UNESCO's global citizenship curriculum and/or the UN's Strategic Plan for a Sustainable World by 2030 are all excellent resources to create a framework for comprehensive internationalization.
5. SIOs are willing to share stories which are invaluable resources for implementing your own plan for CI.
6. Developing meaningful learning outcomes that are measurable is a critical step for implementation and sustainability.

MAPPING STRATEGIES TO REACH YOUR VISION FOR INTERNATIONAL EDUCATION

The thematic forum *Mapping Strategies to Reach Your Vision for International Education* is designed specifically for senior international officers interested in evaluating their approach to international education on their campus to ensure current issues in the global world are being addressed. Institutions from across higher education embrace internationalization through many different approaches and with ever increasing methods and frameworks. This forum is focused upon how leaders can elevate the quality of internationalization on campus with cohesiveness, intentionality and consideration for latest issues in the world.

The Forum, *Mapping Strategies to Reach Your Vision for International Education*, will bring in experts who can share models of success for moving from vision to reality while addressing current issues. Attendees will be asked to come with one to two visions they have for what they want to achieve but for a variety reasons haven't yet been able to implement. The forum will begin with a keynote address on current issues by expert Jennifer Klein Burrows, Educational Consultant for the World Bank Group who will present pressing issues related to international education. Following the keynote, five workshops are designed to network, learn strategies, and most importantly leave the forum with a concrete map that connects strategies and current world issues to their goals and vision.

The Forum is schedule for February 1 through February 3rd with guests arriving the evening of the 1st and departing mid-day or late afternoon of the 3rd (see schedule). Texas Christian University will host the attendees by providing space, supplies, and most meals. The University of Tulsa will host a reception.

The Thematic Forum: Mapping Strategies to Reach Your Vision for International Education

Day 1— February 1	Participants arrive TCU and stay at Hilton Garden Inn. Dinner on own.	
Day 2—February 2 at Texas Christian University		
8:00 a.m. to 9:00 a.m.	Continental Breakfast at TCU	Networking with Attendees
9:00 a.m.	Welcome	Dr. Jane Kucko, Vice Provost for Global Education University of Tulsa
9:15 a.m.	Keynote Address	Dr. Tracy Williams, Associate Director for International Studies Introduction of Keynote Speaker: Jennifer Klein Burrows, Educational Consultant for the World Bank Group “Getting Better at Doing Good in the World” What is the impact of our work as international educators? How do the choices we make impact our own students and the people they touch? Are we building the future we want? In this provocative keynote, Ms. Burrows will discuss the actions and policies that unintentionally do harm in the world, and the ways we can get better at doing good – whether that is the structure of service learning in developing countries, the innovations in educational institutions, or the assessment and certification processes.
10:15 a.m.	Break	
10:30 to Noon Dr. Jane Kucko	Workshop 1: From Mission to Implementation	From Mission to Implementation: Designing a Cohesive Framework for Internationalization. Dr. Jane Kucko, TCU (30 minutes)

		<p>A case study called “Global Realities” will tell the story of one way to transcend from a mission statement to a framework for comprehensive internationalization.</p> <p>One-hour workshop for participants.</p> <p>Participants will be asked to bring 1) one to two visions that they want to implement on their campus, and 2) address the question: <i>What campus audience(s) are you missing with your international efforts and how do you reach them?</i> Participants will also be asked to submit a paragraph or two electronically (prior to the workshop) that summarizes their campus internationalization efforts to share with the attendees. As we all strive to elevate and reinvent campus internationalization, this workshop will provide the leaders the opportunity to consider the current state of international education, new issues to consider as presented in the keynote, and begin to explore ways to bring cohesiveness and intentionality to their campus’s internationalization efforts.</p>
Noon to 1:00	Lunch break and networking.	Lunch is intended for informal networking. Attendees can choose to continue their discussions from Workshop 1.
1:00 to 2:30	Workshop 2:	<p>Koehler Center for Teaching Excellence Texas Christian University</p> <p>As an academic, you’ve probably spent time mapping student assignments to learning outcomes. It is equally important to map strategies, initiatives and programs to university goals. In this session, Dr. Irvin will lead participants through the cycle of developing university goals, designing strategies and initiatives, and measuring outcomes.</p>
2:30 to 3:00	Break	Light snacks will be provided. Informal networking.
3:00 to 4:30	Workshop 3:	<p>The Prism Project: Embedding Intentionality and Your Framework into Study Abroad through Intercultural Learning.</p> <p>Dr. Tracy Williams, Associate Director for International Studies, TCU (30 minutes).</p> <p>International Education has lofty goals for students to learn important things about the world, but research shows there is a large disconnect between what students could learn and what they actually learn. Whether they are going abroad or learning about the world in their own homes, they are often tripped up by the very thing we hope to help them overcome – their own cultural biases. Intentionality and conscious focus on cultural lenses is essential for students to gain the broader views and new cultural perspectives we want for them. This session will discuss Dr. Williams’ approach to imbedding intercultural learning in international education initiatives.</p>
4:30 – 5:30	Wrap-up	Informal wrap-up and conclusions. Wine and cheese reception.
5:30	Dinner on own.	Attendees will be taken back to hotel. Dinner on own.
Day 3—February 3rd		
8:30 – 10:00 a.m.	Continental Breakfast and Workshop 4.	<p>Creating Your Map. Participants will be asked to submit along with their registration 2 to 3 issues and/or roadblocks that they find challenging allowing the forum hosts to set up an agenda and round-tables by topic prior to the beginning of Workshop 4. This workshop will be focused upon discussions amongst participants on how others are addressing the challenges including ideas, suggestions, initiatives that they have implemented. This is a work session that provides meaningful time for SIOs to sketch out a concrete map that connects strategies and current world issues to their goals and vision. Facilitators from the previous workshops will be available to answer</p>

		questions, however, this is a work session for the participants. Internet will be provided.
10:00 a.m. – 10:15	Break	
10:15 to 11:45	Workshop 4:	<p>Securing Resources for Implementation of Your Vision.</p> <p>Presentation 1: 30 minutes. TCU’s Vice Chancellor for Fiscal Affairs, Brian Gutiérrez will present tactics for talking with your campus Financial Officer in order to obtain resources to implement your vision. What homework needs to be done before talking with your financial officer? What kinds of questions should be asked? How do financial officers think? How can you effectively communicate your vision to achieve the goal of securing funding? Presentation 2: 30 minutes. TCU’s Vice Chancellor for Development, Mr. Brian Whalen, will take a similar approach from the first presentation by presenting talking points and best approaches from the lens of a development officer.</p> <p>30 minutes: Questions and Answers from the participants. Participants are encouraged to give specific examples of types of projects/visions that they have developed during the previous day’s workshops.</p>
Noon to 1:00	Lunch	Lunch and Networking
1:00 to 4:00	Culture of Fort Worth--Optional	<p>Fort Worth: Cowboys and Culture.</p> <p>Participants are invited to learn about Fort Worth—often considered a hidden gem of a city by participating in this tour. We will explore the world renowned museum district (Kimball Art Museum by Louis Kahn and the Modern by Tadao Ando), the Japanese Gardens, and the historic downtown and Stockyards. For those attendees departing Dallas/Fort Worth following the tour should plan for a departure no earlier than 6:30 p.m. Participants will need to express their intent to participate in the tour prior to arriving for the Forum. For those not participating in the tour, departures from DFW airport should be scheduled for 3:00 p.m. or later.</p>

BIOS OF SPEAKERS

- **Jane Kucko** is a long-standing faculty member at Texas Christian University where she currently serves as Director for the Center for International Studies: TCU Abroad and Associate Dean of University Programs. Kucko's primary responsibilities include establishing campus-wide international experiences for students. Particular areas of focus include the development of "Global Realities" which frame the context for faculty-led programs as well as spear-heading the campus wide global citizenship credential referred to as Purple Passport. As director, she co-authored Discovering Global Citizenship, a 2.8 million dollar initiative bringing comprehensive internationalization to TCU which was recognized as the 2015 IIE Heiskell Award for comprehensive internationalization. Kucko is past-president and Fellow of the Interior Design Educators Council. Her leadership role in IDEC and background in interior design has been pivotal in her current role as leader in international education.
- **Tracy Williams** is the Associate Director of the Center for International Studies at TCU. In addition to her responsibilities for study abroad, she teaches a 2-course sequence on global citizenship for study abroad students and serves on the executive committee for Discovering Global Citizenship at TCU. Dr. Williams' research on intercultural learning has been published in various journals, including the "Change Your LENS" process for understanding intercultural encounters. In addition to these accomplishments, Dr. Williams was instrumental in developing the Global Realities framework for faculty-led programs, campus-wide programming for staff, and the recently adopted Purple Passport: Your Global Citizenship credential. She is also in charge of study abroad risk management policies and procedures, pre-departure orientation, scholarship awards, and enrollment management. Williams is a member of AIEA and the Forum on Education Abroad.
- **Jennifer Klein Burrows** is an Educational Consultant for the World Bank Group, focused on education in developing countries. As a digital nomad for the past 6 years, Jennifer has lived around the world as she conducted her work of grant writing for the Human Development Network. Previous to working for the World Bank, she was a grant writer and program assistant for International Rescue Committee in Conakry, Guinea. Through her extensive travel and work in developing countries, supplemented by her Master of Science in Foreign Service from Georgetown and her Master of Education from George Mason, Jennifer has developed a keen insight into what works and what doesn't when it comes to educational policy, poverty alleviation, and micro and macro actions that make a difference. A TCU alum, Jennifer claims her study abroad at the TCU London Centre launched her awareness of and passion for global issues.
- **Brian G. Gutierrez** is the Vice Chancellor for Finance and Administration has responsibility for financial and capital planning, endowment and treasury management, budgeting, accounting and financial reporting, internal audit, risk management, insurance and safety, contract management, university lands, oil and gas asset management, bookstore operations, post office, and the physical plant – including capital design and construction, building maintenance and non-residence custodial services, facilities planning, landscaping and grounds, and utility services. The Chief Investment Officer, Associate Vice Chancellor and Controller, Assistant Vice Chancellor for Finance, and Associate Vice Chancellor for Facilities and Campus Planning report to this office. Brian's professional affiliations include the National Association of College and University Business Officers (NACUBO).
- **Don Whalen** is the Vice Chancellor for University Advancement at TCU. The Office of University Advancement is responsible for planning and directing all development and alumni relations activity for the University. This activity is designed to attract the involvement and philanthropic support of alumni, friends, corporations, foundations and parents of current and former students. Prior to joining TCU in April 2005, Don Whalen worked in the Development Office at Saint Louis University for nearly 17 years. He became Vice President for Development and University Relations there in June 1997 and has been in development since 1986. Mr. Whalen received a B.S. degree from the University of Missouri in 1984 and a Master of International Business from Saint Louis University in 2003. He is responsible for all University fund raising and alumni relations.