



Leaders in International Higher Education

2021 ANNUAL CONFERENCE

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

Pathways from SIO to President, Chancellor, or Provost

CHAIR

- Dafina Blacksher Diabate, Lincoln University

PRESENTERS

- Hilary Link, Allegheny College
- Jenifer Cushman, Penn State University Beaver
- Elaine Meyer-Lee, Goucher College

Pathways from SIO to President, Chancellor, or Provost

Dafina Blacksher Diabate, EdD Welcome and Introductions

Hilary Link, PhD Leading with Intercultural Competence

Jenifer Cushman, PhD Vision and Perspective

Elaine Meyer-Lee, EdD Building Visionary Change

Audience Questions and Discussion



Hilary Link

President



ALLEGHENY
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Primary Defining Skill #1: Cultural Competency







- National Center for Cultural Competence at Georgetown University states that the elements contributing to an institution's cultural competence are:
- Valuing diversity
- Having the capacity for cultural self-assessment
- Being conscious of the dynamics inherent when cultures interact
- Having institutionalized culture knowledge
- Having developed adaptations to service delivery reflecting an understanding of cultural diversity

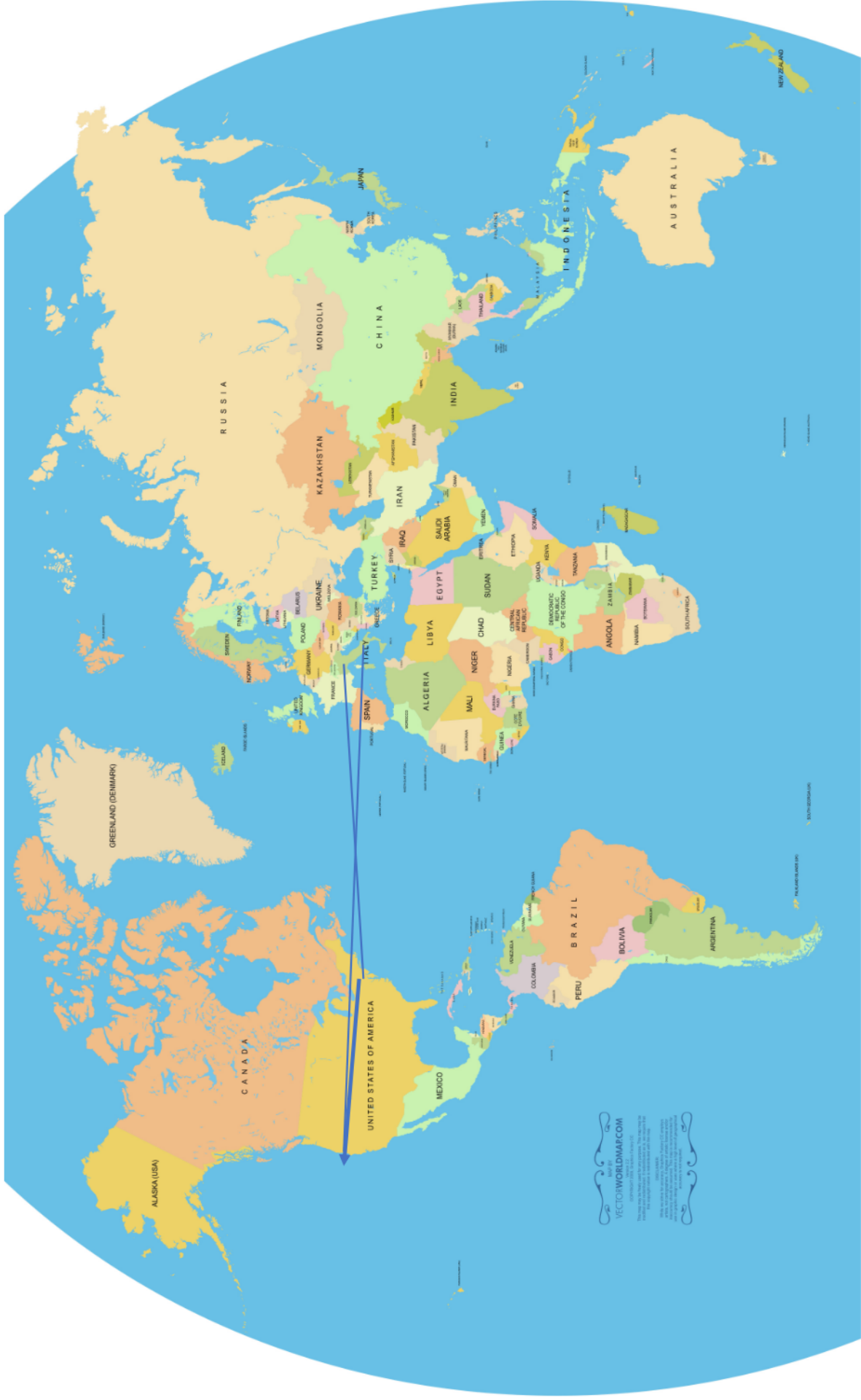
Cultural Competency=Changing Your Perspective

- Cultural Competency Demands:
Flexibility/Open
Perspective/Respect/ Curiosity
- For me, Cultural Competence is
the ability to understand the
world, and ourselves, through
multiple lenses and to shift
flexibly among those



My Journey Toward Cultural Competence

- High School
- College 
- Graduate School 
- Higher Education Administration—
- SIO—Barnard College 
- Higher Education Leader Abroad—Dean of Temple University Rome 
- Allegheny College President 



Cultural Competence/Cultural Agility & Flexibility of Perspective

- 1434 Leon Battista Alberti, “On Painting” : “Let us...investigate in what manner the qualities of the plane appear to change. This has to do with the power of sight, for as soon as the observer changes his position these planes appear larger, of a different outline or of different colours.” (45).
- In other words, change where you stand, change what you see.



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Crisis Management Demands Agility

- COVID
- RACIAL RECKONING AND UNREST
- FINANCIAL CRISIS
- POLITICAL DIVISION



VISION AND PERSPECTIVE

Jen Cushman

Chancellor, Penn State Beaver

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Higher Education Institutions



Rhodes College

—1818—



Szkoły » Suwałki » Szkoła wyższa »

Nauczycielskie Kolegium Języków Obcych



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UNIVERSITÄT
TÜBINGEN



Freie Universität Berlin



UNIVERSITY OF MINNESOTA



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Elaine Meyer- Lee

Provost and Senior Vice President for Academic Affairs

GOUCHER
— college —

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My pathway



Lesley
UNIVERSITY



NAFSATM



Rhodes
College
—1848—



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MARY'S
COLLEGE
NOTRE DAME, IN



AGNES
SCOTT
COLLEGE

GOUCHER
—college—

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ACE[®] American Council on Education[®]



CRITICAL LANGUAGE SCHOLARSHIP



Association of American Colleges and Universities



THE COUNCIL OF INDEPENDENT COLLEGES



FOR ACADEMIC LEADERS

What convinced me to move on from SIO

- Natural evolution of work leading toward more complex issues facing higher ed
- Recruiters
- Mentors
- Faculty & Staff Colleagues
- Consulting to other schools
- Realization of need for transferrable skills: creating buy-in on for large-scale visionary change, crisis management, fundraising, external relations, conflict transformation, etc.

Challenges, opportunities, advice

- The Provost role is very doable, and with healthy cabinet dynamics, can have an enormous impact on internationalization and much more
- Do not assume doors are closed without every qualification
- Cultivate wide network, mentor generously, listen to counsel
- Be open to leaving before you feel ready
- Focus on results & grow your skills, especially finance-related
- For Provost, maintain faculty status and an active research agenda, with publications & presentations

Discussion and Questions



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