

The Foundation for Campus Internationalization at Historically Black Colleges and Universities (HBCUs)

Location: Xavier University of Louisiana, New Orleans, LA

Date: Saturday, March 21, 2015, 9:00 a.m. – 5:00 p.m.

Hosted by Xavier University of Louisiana's Center for Intercultural and International Programs

Globalization has become a defining force in the early 21st century, touching every aspect of human endeavor, including higher education. Campus internationalization is higher education's response to globalization. With the speed at which transformations borne of globalization are occurring in our society, institutions that have not substantially internationalized their campuses run the risk of being marginalized. The risk is especially a concern for Historically Black Colleges and Universities (HBCUs), which cannot afford to be left out of this conversation. Students at HBCUs, just as those at other institutions, need the skills, knowledge and dispositions necessary to negotiate and succeed in a globalized world. Campus internationalization must become a priority for HBCUs so that these institutions graduate students who are competitive in the 21st century.

To this end, The Foundation for Internationalization at Historically Black Colleges and Universities (HBCUs) sought to clarify the role of the campus senior international officer and engage attendees in discussions about creating teams of campus stakeholders, utilizing campus internationalization assessment tools, and building an institution global engagement plan.

Higher education professionals, globalization specialist, and community leaders with an international perspective are invited to join this discussion. Attendees were asked, prior to the symposium, to complete The American Council on Education's "Mapping Internationalization on U.S. Campuses" online assessment tool. During the symposium, participants also received a copy of the book, *The Senior International Officer (SIO) as Change Agent*, by John D. Heyl, Ph.D.

The Foundation for Campus Internationalization at Historically Black Colleges and Universities (HBCUs)



Thematic Forum

Sponsored by AIEA and Xavier University of Louisiana, and in collaboration with Diversity Abroad and Generation Study Abroad

Saturday, March 21, 2015
9 am – 5 pm

Xavier University of Louisiana
University Center
1 Drexel Drive, New Orleans, LA 70125



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Learning Outcomes

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

- The role of the Senior International Officer in campus internationalization
- How to create a cross institutional team of stakeholders for campus internationalization
- How to utilize data from the ACE campus assessment tool, *Mapping Internationalization*
- How to work toward a strategic institutional global engagement plan



Registration: \$25
(includes lunch)
Capacity 60 people
Register online by March 13, 2015

Contact Information
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Forum Speakers/Facilitators



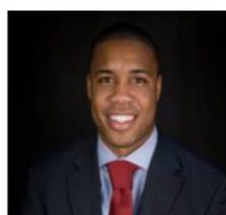
Dr. Harvey Charles
President of AIEA &
V.P. for International
Initiatives at
Northern Arizona
University



Mrs. Minnie Battle Mayes
President, MBM
International Consultants



Dr. Gailda Davis
Associate Director
Inclusive Excellence
Group
American Council on
Education



Mr. Andrew Gordon
Founder and President
Diversity Abroad



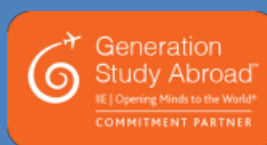
Mr. Torian L. Lee, JD
Director, Center for
Intercultural and
International Programs
Xavier University of LA



Dr. Maxine Sample
Director of
International
Education
Virginia State
University

THE FOUNDATION FOR CAMPUS INTERNATIONALIZATION AT HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

A Report on the AIEA Thematic Forum held at Xavier University of Louisiana, March 21, 2015



The Foundation for Campus Internationalization at Historically Black Colleges and Universities

Final Report

Thank you to the Association of International Education Administrators (AIEA)

AIEA has been and remains a key ally to Xavier University of Louisiana in our efforts to build and implement campus internationalization at the institution. The professional development and connections generated through membership is invaluable to my success as a Senior International Officer. I sincerely thank the entire AIEA organization for its leadership in the field and for providing the opportunity for a group of concerned institutions to come together on such an important topic, *The Foundation for Campus Internationalization at HBCUs*. Thank you.

Summary of Importance

Globalization has become a defining force in the early 21st century, touching every aspect of human endeavor, including higher education. Campus internationalization is higher education's response to globalization. With the speed at which transformations borne of globalization are occurring in our society, institutions that have not substantially internationalized their campuses run the risk of being marginalized. The risk is especially a concern for Historically Black Colleges and Universities (HBCUs), which cannot afford to be left out of this conversation. Students at HBCUs, just as those at other institutions, need the skills, knowledge and dispositions necessary to negotiate and succeed in a globalized world. Campus internationalization must become a priority for HBCUs so that these institutions graduate students who are competitive in the 21st century.

Annually, less than 10% of college and university students in the United States participate in study abroad. The numbers are even lower for African American students and even lower for students attending Historically Black Colleges and Universities. HBCUs enroll nearly 20% of African American students. Just over half of the 105 HBCUs have a recognized study abroad program. The fact that these programs exist does not translate in to significant numbers of students who study abroad. Many higher education professionals who have written on this topic cite the lack of program development, staff, financial resources and strategic leadership as major roadblocks to realizing significant participation in study abroad and implementation of the myriad of activities that make up comprehensive campus internationalization.

Despite the low study abroad numbers at HBCUs generally, there are numerous HBCUs that are leading the nation in their study abroad and international education efforts. Universities like Morehouse, Spellman, Howard, Virginia State, Delaware State, Morgan State, and others have implemented strategic university wide initiatives that encourage global preparation through a number of opportunities including study abroad. Many of these institutions have boards and presidents that are intentional in aligning global learning and global leadership with the mission, value statements, and strategic initiatives of the university. Many have employed senior international officers and supporting staff to implement the strategic initiatives in this area. Many have tied international activities to faculty tenure and promotion.

Many have encouraged the development of student and faculty knowledge outside of the U.S. through activities such as faculty led programs, student semester exchange, dual degree programs, and collaborative institutional research projects. These HBCUs have created a blueprint for the remaining HBCUs to follow.

Every student currently attending an HBCU will graduate into a more interconnected and globalized world. The student that does not have the opportunity in college to be exposed to multiple and varied opportunities to develop global competencies will graduate at a distinct disadvantage. Therefore, it is imperative that HBCUs take the initiative to remain relevant in the 21st Century by creating and building upon a foundation for campus internationalization. The idea for this AIEA Thematic Forum was created from this reality.

A Call to Action

On March 21, 2015, Xavier University of Louisiana hosted the Association of International Education Administrators (AIEA) Thematic Forum entitled, “The Foundation for Campus Internationalization at HBCUs”. This one day event brought together higher education professionals, community leaders and globalization specialist for a thought provoking discussion on topics surrounding comprehensive campus internationalization at HBCUs.

The Forum was divided into four topics of discussion. Topics included 1) The Role of the Senior International Officer in campus internationalization led by AIEA Past President, Dr. Harvey Charles; 2) Creating a Cross Institutional Team of Stakeholders led by International Education Consultant, Mrs. Minnie Battle Mayes; 3) Mapping Internationalization on campus led by the American Council on Education’s Dr. Gailda Davis; and 4) Working toward a Strategic Institutional Global Engagement Plan led by Virginia State University’s International Programs Director, Dr. Maxine Sample. After an overview of each topic, the attendees broke out into groups for more detailed discussions on each topic. The lead facilitator then reconvened the entire group to provide further direction and analysis on the topic in accordance with questions raised by the breakout groups.

The Forum was strategically held in New Orleans on the eve of both the *Diversity Abroad* and *Forum on Education Abroad* Annual Conferences. During the AIEA forum lunch, Mr. Andrew Gordon, President and Founder of Diversity Abroad gave remarks on the importance of diversity in international education. His presentation was followed by a performance of authentic New Orleans Jazz with *The 21st Century Brass Band*. All Forum participants received a copy of the book, *The Senior International Officer (SIO) as Change Agent*, by John D. Heyl, Ph.D. Additionally, all Forum presentations were forwarded to the participants.

Many of the Forum attendees noted in their evaluations that they would like to see a second national meeting convened on this topic. Many of the attendees praised the opportunity to network with their colleagues, share best practices and current trends in international education, and the discussion on the key elements toward building the foundation for comprehensive campus internationalization.

Forum Learning Outcomes

At the end of the one-day symposium, participants increased their knowledge of the following:

- The role of the Senior International Officer in campus internationalization
- How to create a cross institutional team of stakeholders for campus internationalization
- How to utilize data from the ACE campus assessment tool, *Mapping Internationalization*
- How to work toward a strategic institutional global engagement plan

Forum Attendee List

1. Virginia Union University
2. Drake University
3. International Studies Abroad
4. University of Arkansas Pine Bluff
5. CAPA International Education
6. University of the Virgin Islands
7. North Dakota State University
8. Lincoln University
9. Knowledge Exchange Institute
10. American Council on Education
11. Tougaloo College
12. Bishop State Community College
13. Bethune Cookman University
14. Xavier University of Louisiana

Summary of Dialogues

Topic 1 – Internationalization: The Role of the Senior International Officer (SIO)

Dr. Harvey Charles

Vice Provost for International Initiatives

Northern Arizona University

**Immediate Past President, Association of International Education Administrators*

Dr. Charles entitled his presentation, *Globalization and the Transformation of the HBCU Brand*. He began with causes for concern for HBCUs. He acknowledge shrinking enrollments, in a few cases threats of closing, budget cuts, leadership challenges and questioning of relevance. He then discussed a number of factors that have given rise to globalization and that Internationalization is the response to Globalization. He stressed that universities that do not respond to Globalization will become less relevant. He stated that the response to Globalization requires Global Preparation. He then declared that HBCUs must engage in comprehensive internationalization as the strategy for global preparation.

Dr. Charles said that there must be an articulated institutional commitment, and administrative structure and staffing to implement the strategy, internationalization of the curriculum and co-curriculum with learning outcomes, faculty policies and practices that encourage internationalization, activities that promote student mobility and international activities through collaboration and partnerships domestic and abroad.

Dr. Charles stated that leadership for comprehensive internationalization comes in the form of a Senior International Officer. This officer will lead the strategic planning for campus internationalization. This officer will spark the global transformation of the institution, driving curriculum change, facilitating International collaborations and partnerships, pursuing funding opportunities and educating the administration on internationalization.

Regarding curriculum growth, Dr. Charles stated that the Senior International Officer's strategy should include internationalizing of general education, disciplines and the co-curriculum. Other initiatives mentioned included hosting visiting scholars, requirement of foreign language study, creating a capstone course related to global perspectives, building a dual degree programs, and offering education abroad opportunities applicable to all disciplines.

In response to some HBCU claims of lack of resources, Dr. Charles stated that the Senior International Officer must understand that resource allocation is a political decision. Further, that resources will follow university priorities. Finally, that Federal funding through Title VI, Fulbright, National Science Foundation and other programs can help offset the cost for curriculum building projects.

Next Dr. Charles discussed the role of the SIO in helping to influence the university to reward and hire for global leadership and to keep principal decision makers on campus accountable for moving the internationalization strategy forward.

In sum, Dr. Charles reiterated that HBCU survival is tied to the adjustments made for campus internationalization. He concluded with a checklist to address global preparation at HBCUs in the 21st Century. They included:

1. Having a strategic approach to campus internationalization
2. Enlisting SIO leadership
3. Moving from a Domestic to Globally-focused curriculum
4. Making Global learning and Institutional Priority
5. Funding modest resources to support the internationalization agenda
6. Rewarding faculty, staff, and administrators for global leadership
7. Keeping faculty, staff, and administrators accountable for in line with strategy

Topic 2 – Creating a Cross Institutional Team of Stakeholders for Campus Internationalization

Presenter – Mrs. Minnie Battle Mayes

President, MBM International Education Consultants

Mrs. Mayes began by asking the group to think about several items:

1. Who are the stakeholders on your campus?
2. How do they know they are stakeholders?
3. Are they for or against internationalization and why?
4. How should you engage them?
5. What data do you need to provide them?

Faculty, staff, students and administrators were listed by participants as the key stakeholders on campus. “Everyone at the university is a stakeholder” explained Mrs. Mayes. Mrs. Mayes then defined what stakeholders are typically asked to do to support the campus internationalization strategy. Some of the items mentioned include initiating opportunities for student and faculty mobility to enhance a global mindset, assisting or taking the lead in establishing collaborative relationships with peer institutions both at home and abroad, connecting with colleagues abroad for joint projects to establish a presence in the global arena, and helping erase the perceived mentality that overseas experiences do not contribute to personal enrichment.

Next, Mrs. Mayes explained the role of the SIO in guiding the work of the campus stakeholders. Mayes stated that the SIO should convene a stakeholder committee to discuss all issues related to the internationalization strategy. The committee will then be responsible for reporting the information back to their department, division or college. The committee affords the stakeholders a line of communication to the SIO and the office guiding the internationalization activities. Finally, Mrs. Mayes explained that there should be professional development opportunities for the campus stakeholders. This included conferences on international education topics, meetings with foreign partners and access to the latest scholarship on international education topics. Finance is not always a barrier to the continued professional development for stakeholders as institutions can use technology and local contacts to access information.

Topic 3 – Mapping Internationalization

Presenter – Dr. Gailda Davis

*Associate Director, Inclusive Excellence Group
American Council on Education*

In her remarks, Dr. Davis discussed the process of Mapping Internationalization as a tool towards building a comprehensive campus internationalization strategy. Dr. Davis defined comprehensive internationalization as a strategic, coordinated process that seeks to align and integrate international policies, programs, and initiatives; and positions colleges or universities as more globally oriented and internationally connected. Please see the ACE Comprehensive Internationalization diagram below.



ACE Comprehensive Internationalization Diagram

Dr. Davis then discussed the purpose of Mapping Internationalization:

1. To catalog and analyze what the institution is doing
2. As a method for assessing student learning outcomes to better understand the impact of what the institution is doing
3. To identify strengths, weaknesses, gaps and possibilities for synergy within the institution
4. To engage individuals across the campus in a discussion of internationalization and global learning
5. To create a strategic internationalization plan for the institution

The benefits of the Mapping exercise, explained by Dr. Davis, include providing a picture of where the institution currently is in its internationalization efforts, allowing for data-informed decision making and a greater understanding of growth opportunities.

In discussing some of the details of the information gathering and reporting during the mapping process, Dr. Davis suggested that institutions conduct surveys to gather demographic information and attitudes toward internationalization on campus, organize focus groups and interviews to look at attitudes on this topic, and conduct a review of current courses and institutional statements that relate to international education. The information gathered should be compiled into a report highlighting the institution's strengths, weaknesses, opportunities and threats. This information can be used to then formulate recommendations for the international strategic initiatives of the institution.

In conclusion, Dr. Davis stressed that mapping internationalization is not a solo undertaking. There must be campus buy-in and the proper authorization to conduct this exercise. Davis referred the group to the wealth of information provided by ACE on this topic at www.acenet.edu.

Topic 4 – Working toward a Strategic Institutional Global Engagement Plan

Presenter – Dr. Maxine Sample

*Director, International Education
Virginia State University*

Dr. Sample began with a quote from scholars who have defined global engagement. In ***A Primer for Global Engagement (2012)*** Helms and Rumbley state that “Global engagement, at its essence, is about committing to meaningful relationships with partners in other parts of the world. It implies dedication to a deeper and more prolonged commitment to international prolonged commitment to international partnerships for mutual benefit.” Next, Dr. Sample presented an overview of the nature and scope of global engagement. She conveyed that the undertaking is complex, long term, involves broad goals linked to budget and staffing, requires equal commitment to succeed, requires buy-in and leadership of senior administrators and faculty, and must be sustainable. It involves education abroad, faculty research and collaboration with international partners, and hosting international students and scholars. Success requires a careful assessment of goals and depends on the specific realities of the institution and academic community. The successful global engagement plan reflects a deliberate, strategic approach that aligns global engagement with other institutional priorities.

Next, Dr. Sample outlined how SIOs must synchronize global engagement with their campus. To begin, the two broad areas of inquiry are 1) determining what the current trends are in higher education with respect to internationalization and 2) determining the realities and capacities for internationalization at your institution. Dr. Sample then reinforced the necessity Dr. Davis' Campus Mapping exercise to gather the data to answer these questions for your campus.

Dr. Sample used her own example from Virginia State University to demonstrate the types of questions that should be asked and data collected on campus to help shape campus global engagement goals.

Dr. Sample used the diagram below to demonstrate the Global Engagement Planning Process.



Dr. Maxine Sample, Virginia State University

To conclude, Dr. Sample expressed her strategies for HBCUs undertaking a Global Engagement Plan.

1. She asked SIOs to understand their campus. Gather data to determine what the perceptions that impact institutional attitudes, policies, and behavior in positive or negative ways.
2. Act in accordance to the data gathered. Build relationships across campus, implement international friendly policies, and create a strategic plan of action that is prioritized.
3. Invest in the initiative. Administrative commitment is evidenced by realignment of human and financial resources needed to support students' global engagement.

Next Steps

The events of the day were very encouraging and impactful. AIEA provided the participants the opportunity to hear from leading experts in the field of international education. The participants were satisfied with the presentations and forum as a whole. Moving forward, it was suggested by numerous participants that the conversation be continued in future forums. In the interim, HBCUs will continue to build upon the knowledge gained during the forum through conversations with other higher education institutions, their HBCU peers, AIEA, NAFSA, IIE, Diversity Abroad, The White House Initiative on HBCUs and a host of other International Education Partners.

Again we thank AIEA, the presenters, Diversity Abroad, Xavier University, Generation Study Abroad and the participants for making this a great day of professional development for Senior International Officers and others in the field of international education.

AIEA/HBCU Forum Advertisement

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Mr. Andrew Gordon
Founder and President Diversity Abroad



Mr. Torian L. Lee, JD
Director, Center for Intercultural and International Programs
Xavier University of LA



Dr. Maxine Sample
Director of International Education
Virginia State University

AIEA Thematic Forum Agenda

The Foundation for Campus Internationalization at HBCUs
Xavier University of Louisiana
March 21, 2015

- 9:00am Welcome and Overview
Mr. Torian L. Lee
- 9:05am **Topic 1 – Internationalization: The Role of the Senior International Officer (SIO)**
Presenter - Dr. Harvey Charles
- 9:30am Break Out Sessions for Topic 1
Facilitated by:
Dr. Gailda Davis
Mrs. Minnie Battle Mayes
Dr. Maxine Sample
Mr. Torian Lee
- 10:00am Group Discussion for Topic 1
Facilitated by Dr. Harvey Charles
- 10:30am Coffee Break
- 10:40am **Topic 2 – Creating a Cross Institutional Team of Stakeholders for Campus Internationalization**
Presenter – Mrs. Minnie Battle Mayes
- 11:00am Break out Session for Topic 2
Facilitated by:
Dr. Harvey Charles
Dr. Gailda Davis
Dr. Maxine Sample
Mr. Torian Lee
- 11:30am Group Discussion for Topic 2
Facilitated by Mrs. Minnie Battle Mayes
- 12:00pm Lunch
Speaker – Mr. Andrew Gordon, President of Diversity Abroad
Entertainment – 21st Century Brass Band
- 1:00pm **Topic 3 – Mapping Internationalization on your Campuses**
Presenter – Dr. Gailda Davis

- 1:20pm Break Out Sessions for Topic 3
Facilitated by:
Dr. Harvey Charles
Mrs. Minnie Battle Mayes
Dr. Maxine Sample
Mr. Torian Lee
- 1:50pm Group Discussion for Topic 3
Facilitated by Dr. Gailda Davis
- 2:20pm Coffee Break
- 2:30pm **Topic 4 – Working toward a Strategic Institutional Global Engagement Plan**
Presenter – Dr. Maxine Sample
- 2:50pm Break Out Sessions for Topic 4
Facilitated by:
Dr. Gailda Davis
Mrs. Minnie Battle Mayes
Mr. Torian Lee
- 3:20pm Group Discussion for Topic 4
Facilitated by Dr. Maxine Sample
- 3:50pm **Topic 5 - Next Steps: Discussion between Facilitators and Symposium Participants**
Moderated by Mr. Torian Lee
- 4:30pm Meeting Adjourned

Presenter/Facilitator Biographies



Dr. Harvey Charles is Vice Provost for International Initiatives and Director of the Center for International Education at Northern Arizona University. Charles is active in AIEA, NAFSA and AAC&U, and presents frequently on issues around global learning and curriculum internationalization. He has been a SIO for more than 15 years and has served at various institutions around the country. Dr. Charles is the Immediate Past President for AIEA.



Mrs. Minnie Battle Mayes is the President of *MBM International Education Consultants*. Prior to her this position, Mayes spent nearly 15 years leading the charge for globalizing North Carolina A & T State University. Prior to NC A&T, Mayes worked on six of the seven continents and worked for the United Nations, CARE International, the Joint Voluntary Agency for Singapore and Indonesia and the U.S. State Department.



Dr. Gailda Pitre Davis is associate director of the Inclusive Excellence Group (IEG) at the American Council on Education's (ACE). In this capacity, Davis collaborates with the director to develop and implement a broad strategic agenda for IEG and provides leadership for programs and services that promote diversity in higher education. Additionally, Davis has more than 10 years of experience within higher education administration, having served as a dean of students, director of student activities, pre-college program director, residence hall director, and career counselor.



Dr. Maxine Sample is a Professor of English and Africana Studies and Director of International Education at Virginia State University. Sample is co-leader of Virginia State University's internationalization team and guides the institution's strategic planning for internationalization, including its recent participation in the American Council on Education (ACE) *Creating Global Citizens: Internationalization at HBCUs* project. A former Fulbright Scholar to Kenya (1995) and Zimbabwe (2005), Dr. Sample has published a number of articles on African and African American writing.



Mr. Andrew Gordon is the Founder and President of Diversity Abroad. With a passion for working with diverse and underrepresented students, language, and cultures he founded Diversity Abroad in 2006 to help ensure all students had equal access to the benefits afforded through international education. Gordon has written and spoken extensively on topics pertaining to access, diversity, inclusion, and underrepresentation in international education.



Mr. Torian L. Lee, J.D. is the Director of the Center for Intercultural and International Programs at Xavier University of Louisiana. Lee has more than 10 years of leadership and management experience in higher education administration. This expertise extends to directing international programs and services, teaching and training, managing human and financial resources, writing grants, and managing special projects. Lee's proposal won the AIEA Grant to host the HBCU Thematic Forum and he served as the Forum Facilitator.

Photos from the AIEA HBCU Thematic Forum in New Orleans, LA – March 21, 2015

