

Getting Future Ready: Aligning Institutional Strategies with Emerging Trends

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Agenda

- What are the key emerging trends of relevance for SIOs?
- How to inform strategic plans with these emerging trends?

Context of trends and strategies

- Rahul Choudaha, Ph.D.
- Principal Researcher and CEO, DrEducation
- Co-founder, interEDGE.org
- Data-informed approach to internationalization growth and innovation strategies
- Presented over 100 sessions at professional conferences including AIEA, NAFSA, EAIE, and APAIE
- Contributor to Asia Times, Forbes, Huffington Post and University World News
- Ph.D. in higher education administration, master's in business management, and bachelor's in engineering

Role of Strategic Plans

- Strategic plan as a consensus-building, communication and legitimation tool

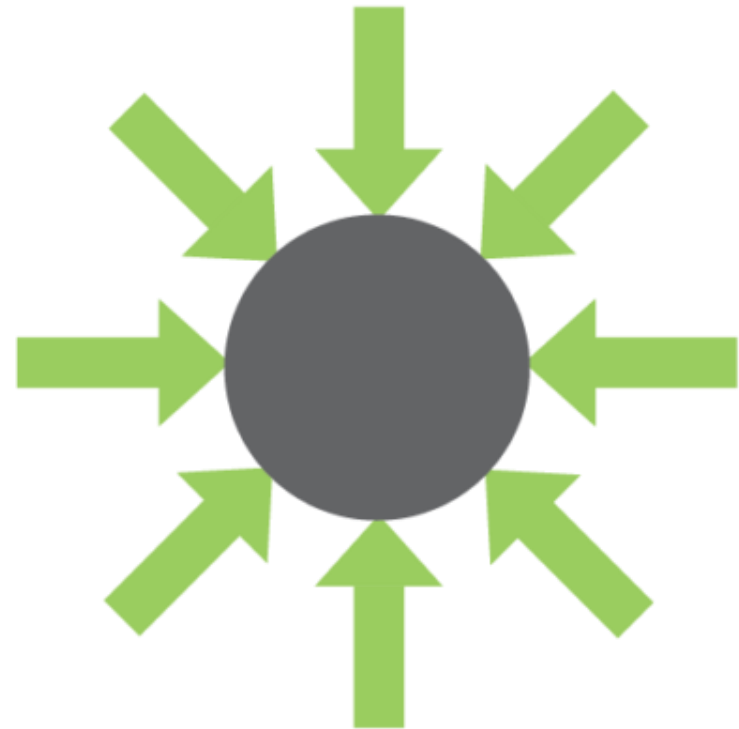
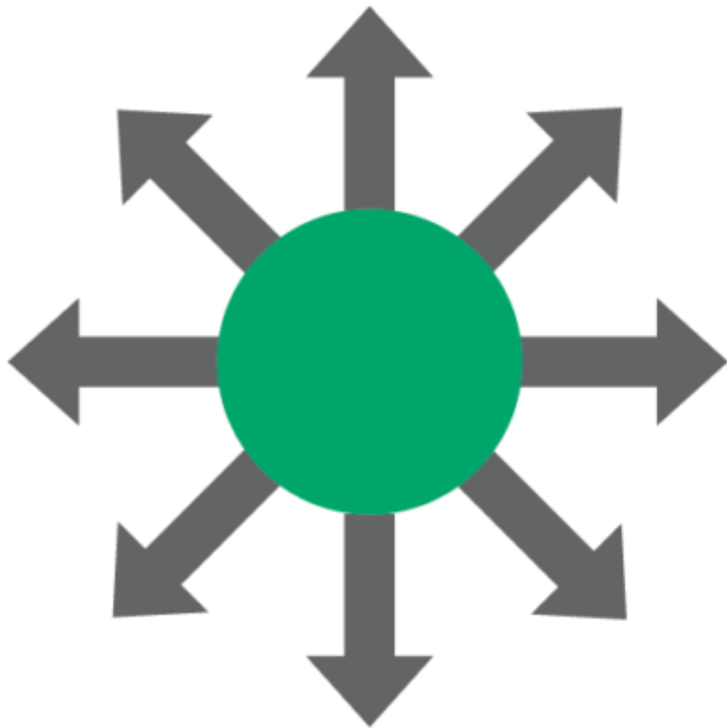
(Abdallah & Langley, 2013)

Future Scenarios

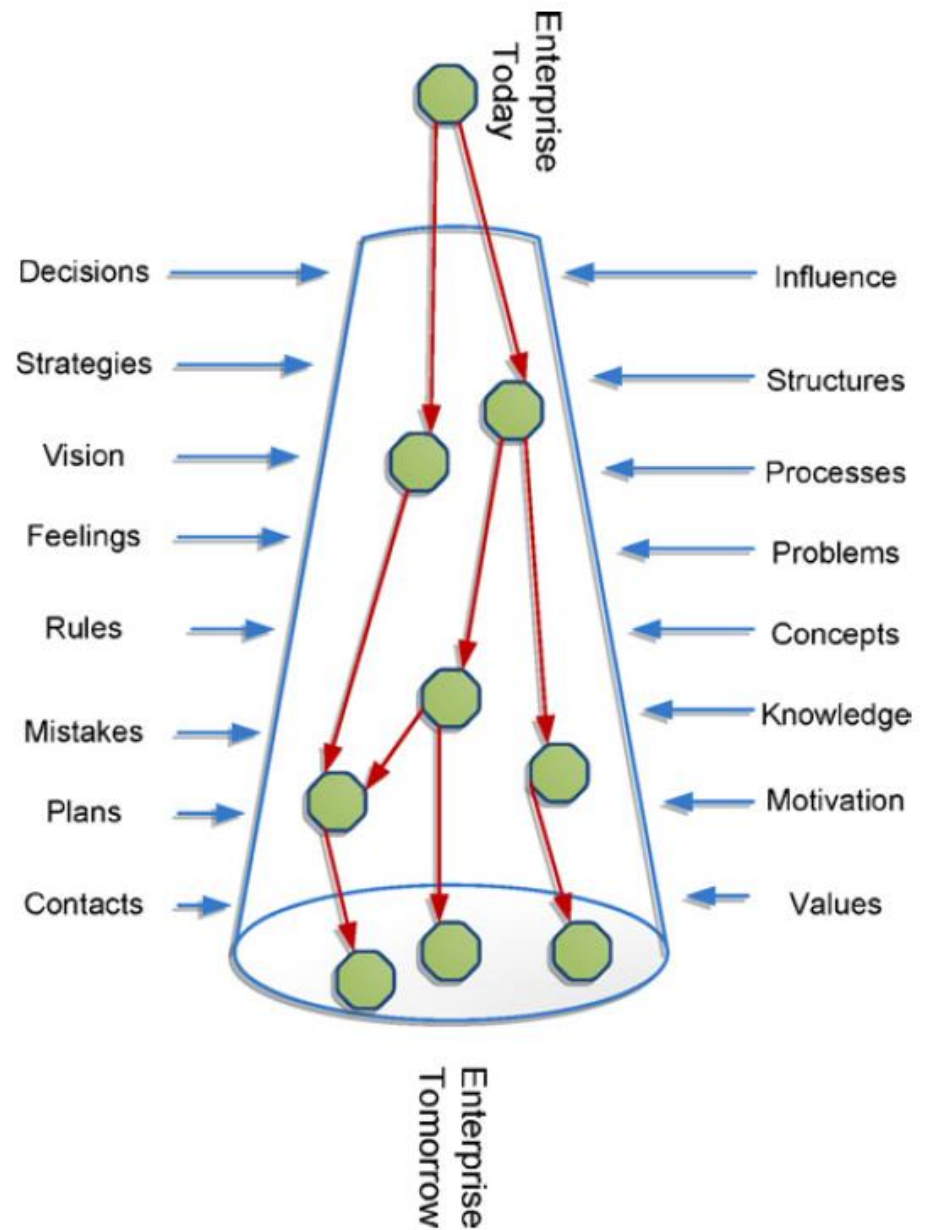
- Scenarios are alternative futures resulting from a combination of trends and policies
(Fontela & Hingel, 1993)
- “Scenario planning stimulates strategic thinking and helps to overcome thinking limitations by creating multiple futures.”
(Amer, Daim & Jetter, 2013)



INSIDE-OUT VS. OUTSIDE-IN



Factors shaping institutional strategy



Source: Pillkahn (2008) cited in Amer, Daim & Jetter, 2013

Trend impact analysis

Present

- What were the key trends in the last 10 years (2006-2016)?
 - How they impacted your internationalization strategies?

Future

- What are the key trends to watch for the next 10 years (2017-2027)?
 - How they are likely to impact your internationalization strategy?

Strategic challenges

- The need to...
 - enhance prestige and market share
 - embrace an entrepreneurial mindset
 - expand interactions and value co-creation with key stakeholders

Pucciarelli & Kaplan (2016)

SIO Perspective

- Diverse institutional contexts
- Approaches for strategic planning
- Key trends to watch
- Lessons learned

SIO Perspective

- Reitumetse Obakeng Mabokela
- Vice-Provost for International Affairs and Global Strategy and Professor of Higher Education at the University of Illinois at Urbana-Champaign
- Former Assistant Dean for International Studies in the College of Education and Professor of Higher Education in the Department of Educational Administration at Michigan State University
- Ph.D. in Educational Policy Studies from the University of Illinois at Urbana-Champaign

Institutional Context

- Experiences gleaned from a major public research university.
- University has significant representation of international students and broad base of international initiatives across the campus.
- University has been significantly impacted by its external environment.

Present: Current Trends

- Changes in funding for U.S. public higher education institutions
- Emergence of new regional hubs and influential players in higher
 - Example: Chinese investment in higher education regionally and in Africa
- Impact of 2008 Economic Recession

Impact of Current Trends

- Sustainable approaches to funding international initiatives
- Diversify student recruitment strategies
- Re-evaluate approaches to global strategic partnerships

Future Trends

- US Higher Education in Transition
- Impact of Brexit
- Anticipated changes federal funding
 - Examples: Title VI Funding, Research funding for some disciplines
- Current political climate is uncharted territory

Lessons Learned

- Context matters
- Be inclusive in the strategic planning process
- Embed internationalization priorities within a broader campus strategy
- Ensure that staff faculty understand the broader context of higher education, within which their respective areas of responsibility are embedded

SIO Perspective

- Cheryl Matherly, Ed.D.
- Vice President/Vice Provost, International Affairs at Lehigh University
- Received four NSF grants for research related to the preparation of science and engineering graduates for careers in a global workforce.
- Recipient of two Fulbright grants for international education administrators
- Ed.D. in Education Leadership and Culture Studies from the University of Houston

The Path to Prominence



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Factors driving the P2P

- Students Demographics
- Academics (programs)
- Research
- Competition among top tier institutions

P2P Components

- Grow undergraduate enrollment by 1000 and graduate enrollment by 500
- Add 100 new faculty
- Create a college of health
- Investment in new research facilities at Lehigh and upgrades in existing infrastructure
- Each of these components are connected to the ambition

Strategic Plan for Internationalization

Internationalization as driven by the P2P

- How will international student recruitment advance undergraduate and graduate student recruitment?
- How will financial aid be directed to support goals to increase diversity among undergraduate students?
- What are implications for education abroad initiatives for amounts students can contribute to study abroad costs?
- What is expected in terms of support for international faculty/scholar recruitment?
- How will a college of health change our international strategies?

Internationalization as a driver of the P2P

- How do international activities advance the Lehigh brand?
- What are opportunities presented by our local, state, and regional context?
- What role will partnerships with universities, NGOs, and industry play with regard to P2P goals?
- Which new education abroad initiatives advance the university's commitment to creative independent inquiry?
- How can our international strategy build a resilience (recruitment, fundraising, partnerships, other) to enable success with P2P priorities?

Other factors for consideration

- Current climate surrounding immigration debates and impact on student recruitment
- Competitiveness of the higher ed market (China, Canada)
- Availability of federal monies for support of international education programming
- Geopolitical unrest
- Any many, many more

Lessons learned

- Strategic planning reflects campus culture and climate.
- Internationalization strategy should respond and shape institutional goals.
- Internationalization strategy should adapt.
- It is necessary to be at the table, even if the discussion is not directly about internationalization.
- The process for developing an international strategic plan should be inclusive.
- It is necessary to provide staff the context to understand their work in context of global trends and campus strategy.

Questions/comments

- What worked and didn't work with strategic plans at your institution?
 - What is one take-away from the discussion today?
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