Dear AIEA Members,

I continue to be incredibly honored to serve AIEA as its current president. As you know, this is a transitional moment for our association, and we remain eager and optimistic about our future. As of summer 2018, AIEA will be an independent organization, no longer hosted by Duke University, and will remain in the Durham, North Carolina area for at least the near future. We are proud of our long affiliation with our institutional host and are sincerely grateful to Duke University for serving in this capacity for these past 13 years.

While this transition is taking some effort, a fact to which the hardworking AIEA Secretariat can certainly attest, we view this as a wonderful opportunity that will enable AIEA to more effectively meet the needs of its members. It is also timely for such growth and evolution, particularly as we begin a new strategic planning framework for AIEA. This moment of change will allow us to advance as an association, more meaningfully support you and your institutions, and continue to be a leader in the field of international higher education.

Our strategic planning is crucial at this moment, as is our work on a new values statement for our association. Both initiatives will allow us to consider all opportunities, distill our main priorities, carve new directions, and make sure that we are doing what is best for our members. Similar to how global mindedness requires nimbleness and adaptability, we too want to remain as dynamic as possible. We also want to focus on our mission and maintain stability for our members and partners. We will thus provide consistency while being proactive and responsive to turbulent times for higher education and the world. Our goal will always be to serve you and your internationalization needs. This is why I once again strongly encourage you to get more involved in AIEA.

We are a member association and we aim to be an agile organization that responds to the needs of its members within a relentlessly changing landscape of international education. At the core of AIEA, however, is you—our members. Quite simply, we exist for our members and we are built by our members. Therefore, this coming year, please consider joining one of our committees, nominating yourself for AIEA leadership positions, or volunteering on the conference committee. There are a number of ways to participate more fully and I strongly encourage you to do so. It will help us define new directions and move our association forward, and it will also be a meaningful opportunity to network, professionally advance, and learn alongside a group of likeminded leaders. Your voice is needed now more than ever, and we have many opportunities for you to learn how you can get more involved with AIEA, for example at the AIEA 101 Roundtable session at our 2018 conference. With that said, I do hope you come to our conference, to connect with other members and institutions and to advance your internationalization efforts in times of turbulence.

I want to thank you for your support and for your commitment to AIEA. Together we are making AIEA an even stronger member organization. We are creating an association that is flexible in moments of change and instability. We are demonstrating our commitment to a world that recognizes its connections and interdependence while also acknowledging the diverse institutional, political, economic, and social contexts in which we live and work. We are collectively learning and producing new knowledge. Together, we are advancing international education at a time when it is an imperative more than ever. We cannot do this alone and we need to work together to become better international education leaders, to demonstrate the relevance of our work, and to be more proactive in turbulent times. I look forward to working with you at our upcoming conference and for years to come.

Hilary E. Kahn

AIEA Presidential Message
As AIEA President, I want to let you know that the Association of International Education Administrators will soon become an independent organization. AIEA is grateful to Duke University for serving as the host institution for these past 13 years. Following the end of the 2017-18 school year, the AIEA Secretariat with its current staff of four will transition to an independent organization remaining in the Durham area to maintain overall associational stability.

This change is a positive step that will enable AIEA to even more effectively meet the needs of its members and the association. It is also a timely moment for such growth and evolution, particularly as we begin a new strategic planning framework for AIEA. This is an opportunity that will allow us to advance as an association, more meaningfully support you and your institutions, and continue to be a leader in the field of international education.

We sincerely thank you for your support over the coming year as AIEA makes this transition and welcome your commitment in making AIEA an even stronger member organization.

Sincerely,

Dr. Hilary E. Kahn
Assistant Dean for International Education and Global Initiatives;
Director, Center for the Study of Global Change, University of Indiana Bloomington
2017-2018 AIEA President
2017 SECRETARIAT REPORT

The AIEA Secretariat continues to provide major oversight and administrative support for the committees and professional development programs of AIEA (Leadership Academy, Presidential Fellows, the Senior Adviser program, Thematic Forums, dialogues), coordinating and organizing the annual conference, as well as maintaining all daily operations (communications, membership, finances, administration) for the organization through four staff members, Executive Director Dr. Darla K. Deardorff; Associate Director Dr. Dafina Blacksher Diabate; Assistant Director, Programs and Communications Katy Rosenbaum; and AIEA’s new Office Assistant, Mel Simmons, who started with AIEA this past June. Here are some of the areas of involvement of the AIEA Secretariat over the past year:

- The 2017 AIEA Annual Conference held in Washington, D.C. and chaired by Dr. Hilary Kahn of Indiana University, was attended by nearly 1000 participants from 46 countries. With 305 presenters, 93 sessions, 30 roundtable discussions, and eight substantive pre-conference workshops, the conference program provided participants with the rich opportunity to explore relevant strategic issues to university leaders within international higher education, including partnerships, regional trends, funding, internationalization in challenging social and political contexts, and national strategies of internationalization. The conference received a rating of good to outstanding by 97% of the 222 respondents on the post-conference evaluation.


- With 871 total members by the end of the 2016-2017 membership year on June 30, 2017, AIEA continues to serve leaders in international education from more than 29 countries.

- AIEA was pleased to offer the third annual AIEA Academy for New SIOs at Duke University in May 2017, organized by the AIEA Secretariat under guidance of Academy Faculty of Gil Merkx, Riall Nolan, Nell Pynes and Pia Wood – each of the participants indicated that the Academy was “outstanding” on their evaluations.

- Executive Director Darla Deardorff provided visibility to AIEA through invited talks and presentations at numerous venues in 2017 (most at no or little expense to AIEA) including at the UNESCO Conference in Ottawa; Symbiosis Conference in Pune, India; OECD 2030 Education meetings in Lisbon and Paris; Cambodia Ministry of Education workshops; as the keynote speaker at the ANIE Conference in Kigali, Rwanda; and faculty at Harvard’s Global Education Think Tank. She edited the forthcoming Leading Internationalization: A Handbook for International Education Leaders with Past President Harvey Charles (Stylus, 2018). She represented AIEA at a November meeting co-sponsored with SUNY in New York City on refugees and at-risk migrant students in higher education. Associate Director Dafina Blacksher Diabate represented AIEA at the International Association of Universities conference and the Global Meeting of Associations in Accra, Ghana in October.

- AIEA completed the eighth cohort of AIEA Presidential Fellows and launched the ninth cohort of Fellows.

- The Secretariat supported the third year of the Senior Advisers Program under the leadership of the Leadership Development Committee and supported the fourth iteration of the program.

- AIEA supported the Thematic Forum program through four Forums during the 2016-2017 year and awarded six Forums for the 2017-2018 year. Reports can be found online at http://www.aieaworld.org/past-forums.

- The Board met three times, including an on-line meeting in June, and in-person meetings in February and August (the latter hosted at Duke University).

- The Secretariat published two online newsletters available on the AIEA website (www.aieaworld.org).

- The Secretariat created a comprehensive communications plan.

- The Secretariat is actively involved in transitioning AIEA to an independent organization, which involves working with over a dozen consultants.

- AIEA continues to be an active member of the Network of International Education Associations (NIEA). AIEA maintains partnerships with other sister organizations including American Council on Education (ACE), Association of American Colleges & Universities (AAC&U), and the European Association of International Educators (EAIE).

- AIEA continues its online presence through Twitter, Facebook, and LinkedIn as well as the AIEA Job Board. Suggestions are welcome as to ways to continue to meet the needs of AIEA members through technology.

- AIEA appreciates the sponsors and exhibitors whose generous support contributes to the success of the annual conference.

- Many thanks to the over 75 members of AIEA who have provided active leadership on AIEA committees and boards over the past year (see reports in this newsletter and on the AIEA website for members’ names). AIEA is a member organization and relies on the active leadership of its members to accomplish the work of the association.
2018 AIEA Annual Conference

The 2018 Annual Conference will be held February 18-21, 2018 in Washington, DC. The theme of this year’s conference is “The Internationalization Imperative in Turbulent Times” and is chaired by AIEA President-Elect Penelope “Nell” Pynes. The conference promises to be a rich networking and learning opportunity for those who attend from around the world.

Highlights include plenary speakers Arthur Levine, Maureen McLaughlin, and Leymah Gbowee. Opening plenary speaker Arthur Levine is the sixth president of the Woodrow Wilson Foundation, and was previously president and professor of education at Teachers College, Columbia University; served as chair of the higher education program, chair of the Institute for Educational Management, and senior lecturer at the Harvard Graduate School of Education; President of Bradford College (1982-1989); and Senior Fellow at the Carnegie Foundation and Carnegie Council for Policy Studies in Higher Education (1975-1982). The author of twelve books and dozens of articles and reviews, his keynote promises to be relevant and stimulating.

Maureen McLaughlin, the Association Breakfast speaker, is senior advisor to the secretary of education and director of international affairs at the U.S. Department of Education. 2011 Nobel Peace Laureate Leymah Gbowee is a Liberian peace activist, trained social worker and women’s rights advocate. As the closing keynote speaker, her pioneering work towards peace and security should serve as a charge for conference participants in considering the conference theme.

Another feature of the conference is over 100 roundtable and panel sessions which address the conference theme of “The Internationalization Imperative in Turbulent Times” with the following subthemes:

- SIOs as Visionaries: Leading internationalization in times of perceived global insecurity (e.g., preparing faculty and students to address local and global turbulence; advancing global research to meet world challenges; leading curricular enhancement initiatives that prepare graduates for the interconnected world they inhabit; creating inclusive internationalization efforts locally).
- SIOs as Strategic Planners: Effective strategic planning within new paradigms; leading internationalization in strategic directions; nimble approaches to making progress while adapting to a quickly changing environment; building critical alliances.
- SIOs as Ethical Leaders: Ethical principles/implications of internationalization in these potentially transformative times; grappling with the economic/corporate drivers of higher education to affect positive change; communicating the internationalization imperative while preserving our fundamental values, integrity and beliefs in the need for a globally engaged citizenry while at the same time attracting the best talent and balancing the need for resources; good practices for enhancing enterprise risk management and incorporating legal considerations of internationalization into our everyday rhetoric and processes; developing sound principles for engaging partnerships at all levels.
- SIOs as Skilled Communicators: Communicating the value proposition of internationalization beyond the academy (i.e., to the broader public and local citizens)—conducting authentic conversations with local constituents; improving stakeholder relations/redefining stakeholders and building coalitions; innovative approaches to an old problem: Making the case for Internationalization; redefining advocacy and our role as leaders in uncertain times.
- SIOs as Change Agents: Best practices in serving as change agents with the world’s future in mind (incorporating sustainability development goals into the campus agenda; anticipating and responding to the improbable; staff development for the future of our field; capitalizing on faculty expertise to strengthen our internationalization efforts).

The Association of International Education Administrators is grateful to all those who help make the conference possible.

2019 AIEA Annual Conference

January 19-22, 2019

San Francisco Marriott Marquis
San Francisco, CA

Call for Proposals Deadline: May 15, 2018
AIEA IS PLEASED TO OFFER NINE PRE-CONFERENCE WORKSHOPS AT THE 2018 ANNUAL CONFERENCE.

AIEA/AIRC Workshop: International Student Recruitment: Trends, Hot Topics, and Key Considerations for SIOs
This workshop includes both a “big picture” overview and in-depth analysis of several key topics of relevance to all SIOs involved directly or indirectly with international student recruitment. The workshop will explore latest trends in international student flows, international recruitment models, considerations for recruitment budgets, and recruitment strategies. Hot topics such as agent-based recruitment and accreditation and future directions of international student recruitment such as pathway programs or competing with other countries for students will also be addressed.

Experts will give brief presentations on the topics above, and workshop participants will have the opportunity to discuss these issues and the relevance or implications for their institutions.

Chair: Pia Wood; Presenter: David di Maria

This workshop focuses on national and international trends in approaches, strategies, and methods for global learning for all. Drawing on examples from universities within the USA and outside, participants will engage with these concepts to ensure students of all backgrounds and majors have opportunities to experience global learning. Participants will have time and space to discuss, respond, and apply lessons learned from these global developments with facilitators who will provide support for the application of these developments in participants’ institutional contexts. The developments explored will include structure of global learning, curricular and co-curricular alignment, and assessment.

Chair: Dawn Michele Whitehead; Presenters: David Killick, Hilary Landorf

AIEA/IIE Workshop: Developing an Institutional Partnership Strategy
This workshop explores how your institution can develop a purposeful international partnership strategy that results in a effective portfolio of linkages that advance the institution, engage a wide range of faculty, staff, and students, and can be sustained over time. Experienced practitioners provide research findings, practical knowledge, and models for establishing the goals, criteria, policies, supports, and processes that foster partnership success and bring clarity and intentionality to partnership decision-making. This workshop is geared towards international education professionals with several years of experience, especially those who are responsible for partnership building at their institutions.

Co-Chairs: Clare Overmann, Susan Buck Sutton, Tim Barnes

AIEA Workshop: Use and Application of the New AIEA Standards of Professional Practice for International Education Leaders and Senior International Officers
This informative and interactive workshop unpacks and offers discussion about the newly published AIEA Standards of Professional Practice for International Education Leaders and SIOs. Small break-out sessions facilitated by seasoned IE professionals will discuss both the aspirational and realistic goals of the four Standards of Professional Practice subgroups.

Chair: Kati Bell; Presenters: Elizabeth Brewer, Harvey Charles

AIEA Workshop: Making a Case for Internationalization: Telling Memorable Stories
This workshop actively engages participants to develop the skills necessary for communicating effectively with stakeholders through narrative and stories. SIOs often need to make a case for internationalization and attempt to do so by connecting the goals of internationalization with the goals of multiple stakeholders. While individuals may use logic to make that connection, a more resonant strategy is narrative. In this session, participants will learn to tell memorable stories that inform and inspire others.

Chair: Paage K. Turner, Presenters: Robert L. Krizek, Victoria Jones

AIEA/EducationUSA: The Potential of Sub-Saharan Africa – Recruitment and Partnerships
There are economic, governance, technology and demographic changes which are fueling the opportunities for U.S. universities and colleges to expand their recruitment and partnerships in sub-Saharan Africa. Among these changes is strong economic growth exceeding many emerging and advanced economies, the emergence of a middle class with discretionary income, population growth, and an increase in mobile technology. These developments are all catalysts in an increasing demand for quality tertiary education which often exceeds the capacity and academic resources of many sub-Saharan African countries. The result is an opportunity for U.S. universities and colleges to begin or expand partnerships and recruitment efforts to diversify their student populations.

There is no systemic formula . . . no one shoe fits all approach to creating and establishing institutional partnerships between sub-Saharan Africa and U.S. higher education institutions. The examples presented in this session explore the dynamics and steps
taken to engage institutions on both sides in developing sustainable partnerships in the areas of graduate programs, faculty exchanges and the benefits to both institutions and the SSA country’s communities. The discussions will revolve around recommendations, and strategies for initiating, managing and sustaining these types of partnerships.

Chair: Clara Priester; Presenters: Leolyn Jackson, David Plater, Anne Schneller

AIEA Workshop: The Power of Persuasion

This workshop actively engages participants to develop a fundamental skill set necessary for their success – persuasive communication. To reach their objectives, SIOs need the support of a wide variety of campus and community stakeholders. Their role is often to be change agent, advocate, and visionary. They need to understand multiple perspectives and find ways to align diverse perspectives towards a common cause. SIOs need the power of persuasion.

This workshop is skills-based and highly interactive. Each participant will start the workshop by identifying a message they want to communicate and will leave with a revised message that is tailored to a specific audience and ready to use back on campus. The skills they will apply to create a persuasive message include gap analysis, audience analysis, listening, channel selection, and content selection (emotion versus reason). With each concept, participants will engage in an application exercise. They will actively engage throughout the workshop to share their experiences and apply new concepts.

Chair: Victoria Jones; Presenter: Paaige K. Turner

AIEA Workshop: Stakeholders, Influence, and Spanning Boundaries: Advanced Leadership Skills for Senior International Officers

This workshop is designed for seasoned leaders who want to take their skills to the next level, and will introduce and explore Social Identity and Neuro-leadership with respect to influencing and leading across the boundaries social group membership creates and the challenges individual identity threat responses present to leading and influencing. Theory and frameworks will be introduced with which participants will identify and explore their own unique organizational challenges. Some ideas for tactics to address challenges will be presented and then reviewed, expanded, and adapted by participants to their context through peer learning groups.

Chair: Jerry Abrams

ACE/AIEA Internationalization Collaborative

Leading in a World of Growing Complexity

February 17, 2018
Washington Marriott Wardman Park

The ACE/AIEA Internationalization Collaborative is an annual event for faculty and administrators to come together as a learning community to address challenges, share ideas and help one another implement comprehensive internationalization strategies at our member institutions. It is also an opportunity to identify key issues that need further research and advocacy. The Internationalization Collaborative is a one-day conference that meets in conjunction with the AIEA Annual Conference. Registration for the Collaborative is separate from the AIEA Annual Conference, and members are encouraged to attend both events. More information and registration is available on the ACE website.

For more information, contact: CIGE@acenet.edu

American Council on Education
100 Years of Leadership and Advocacy
Join us at our Centennial Celebration, March 2018

CALL FOR NEWSLETTER CONTRIBUTIONS

Do you have articles you’d like to contribute to the international education field? Information or resources that would be helpful to colleagues? AIEA members are invited to contribute articles, news, and announcements related to international education in this online newsletter. To submit items, email: aiea@duke.edu.
Finally, in light of the global challenges we face, and in what could be a watershed moment, the committee has worked closely with all components of AIEA in addressing critical advocacy and public policy issues, including the Presidential Stream, the Board, working committees, and general membership. We look forward to continuing and expanding such collaboration.

Chair: Thomas Bogenschild (University of Oregon)
Vice-Chair: Paulo Zagalo-Melo (Western Michigan University)
Members: Members: Mimi Barnard (Belmont University), Sharif Barsoum (New York University), William Lacy (UC Davis), Lisa Lancia (Fordham University), Gilbert Merkx (Duke University), Terence Miller (Marquette University), Daniel Weiner (University of Connecticut).

**Leadership Development Committee**

The Leadership Development Committee (LDC) will focus on the new AIEA Standards of Professional Practice (http://www.aiaworld.org/standards-of-professional-practice) ("Standards") for the next several years. The Standards are organized into four areas: internationalization expertise, leadership and management, advocacy, and personal effectiveness. Beginning in 2018, each year the LDC will select one of the four areas and offer guidance and discussion opportunities related to the standards therein.

By way of introduction to the Standards, the LDC proposed and will facilitate a pre-conference workshop at the AIEA 2018 Annual Conference. The workshop is titled, Use and Application of the New AIEA Standards of Professional Practice for International Education Leaders and Senior International Officers, and will focus on best practices of the new Standards. The workshop will be facilitated by some of the original developers of the Standards and will take place on Sunday, Feb 18, 2018 from 1:00-5:00 p.m.

LDC Vice-Chair for Gender and Equity, Helen Gaudette, and LDC member Joanna Regulska, working with Clare Overmann, IIE, have completed a draft of a white paper on women in the field of international education and the challenges and opportunities they face. Plans are in place to share that publication with AIEA membership in the future.

The 2017-18 Senior Advisers Program is underway; the current advising groups will wrap up their work together by the time of the 2018 annual conference. Meanwhile, the recruiting cycle for the 2018-19 cohort took place over several weeks in September-October, and applications for both advisers and advisees are currently under review. Three of last year’s five advisers have expressed a wish to stay on for the new cohort, and new advising groups will be matched in the weeks ahead.

Chair: Meredith McQuaid (University of Minnesota)
Vice-Chair: Kati Bell (Dominican University of California)
Vice-Chair for Gender Equity: Helen Gaudette (Fashion Institute of Technology)

**Membership Committee Report**

This year, AIEA experienced fluctuations of membership numbers as we completed the first full cycle of a new membership renewal period -- transitioning from the calendar year used until 2016 to an academic year model (July-June). At the end of 2016 (December), the total memberships was 753 which increased to 871 as of June 2017. There might still be some confusion among member institutions as to the renewal period. Therefore, AIEA Secretariat staff,
membership committee as well as the Board members have increased their efforts to recruit new members and remind existing members for renewal. Reminder notices were sent to this effect to those institutions who had not yet renewed their membership. We will closely need to monitor the full effect of this transition in the coming years. Renewal notices would also need to go out early, right after the annual conference in February before the expiry date of June 30.

A sub-committee of the Membership Committee submitted to the Board a revised language and design for the Passport to Excellence document, which we currently distribute to prospective members to highlight the benefits of joining AIEA. Also suggested is a revision for the AIEA Fast Facts document. The Board in their next meeting will consider both items.

There has been some request from AIEA member institutions that we look into a fee structure or a membership category for potential members from developing countries. It is an important topic, as it will enhance diversity among our members. The Committee Chair has brought this issue to the Board’s attention. At this point, additional information is being collected to see full impact of such a change. A formal request will be made to the Board at its next meeting.

Chair: Jeet Joshee (California State University, Long Beach)

Vice-Chair: Cornell Menking (New Mexico State University)

Members: Grant Chapman (Kansas State University), Carol Fimmen (Alamo Community Colleges), Richard Harvey (University of East Anglia), India Karavacas (Richard Stockton College of New Jersey), Daniel Kratochvil (University of Wollongong in Dubai), Elisabeth Morgan (Eastern Michigan University), Matthew Pucciarelli (St. John’s University), Joanna Regulska (UC Davis), Mandy Reing (St. Mary’s College of Maryland), T. Joan Robinson (Morgan State University), and Marcelo Siles (Old Dominion University).

INTERESTED IN JOINING AN AIEA COMMITTEE?

Calls for committee members generally occur in the fall of each year. Committee members serve three-year terms beginning at the in-person meeting at the Annual Conference.

AIEIA MEMBERSHIP NUMBERS


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Note: In 2016, AIEA membership transitioned from a calendar-year to an academic-year cycle.

EDITORIAL COMMITTEE REPORT

The Editorial Committee met at the annual conference in addition to holding conference calls with committee membership across many time zones! The goal is to disseminate information and best practices for and by SIOs.

The Editorial Committee invites contributions to the SIO Pathways Series, which promises to be a good vehicle for responding to aspiring SIO requests for more guidance on entering the field. The committee hopes to have submissions from a variety of countries, institution types, and SIO who have risen through the faculty and/or administrative ranks within higher education, as well as those who have come to the role from outside of higher education. Templates for this and other series can be found in the publications section of the AIEA website.

Other opportunities for contributions to the AIEA publications include SIO Perspectives, Issue Briefs and Occasional Papers.

A new issue brief is now available on the AIEA website: The 7 Habits for Sustainable Education Abroad Growth by Anthony C. Ogden, Michigan State University and Kalpen Trivedi, University of Massachusetts, Amherst.

Harvey Charles, University at Albany, SUNY, and Darla K. Deardorff, AIEA, have co-edited a new publication titled Leading Internationalization: A Handbook for International Education Leaders, which is based on the AIEA Academy curriculum, with Academy faculty and others who have developed the curriculum contributing to the publication. This volume will be available in 2018 from Stylus.

A monograph by William Brustein, West Virginia University, titled: It Takes an Entire Institution: A Blueprint for the Global University will be available in hard copy at the 2018 Annual AIEA Conference.

John Heyl and Fiona Hunter are co-authoring the second edition of The SIO as Change Agent, which should be available in 2018.
LEADERS IN INTERNATIONAL HIGHER EDUCATION

The Committee anticipates a new entry in our Issue Brief series titled: Global Education for All? By Niklaus Steiner and Charles Kurzman of University of North Carolina at Chapel Hill, which will be announced via the AIEA Listserv.

The committee is grateful to Leigh Poole of Winthrop University, Ross Lewin of University of Maryland, and Bernhard Streitweiser of George Washington University for their 3 years of dedicated service.

Chair: Amir Reza (Babson College)
Vice-Chair: Douglas Proctor (University College Dublin)

Members: Rodger Adkins (Gustavus Adolphus University), Funwi Ayuninjam (Georgia Gwinnett College), Adel El Zaim (University of British Columbia), David Di Maria (University of Maryland Baltimore County), Binbin Jiang (Kennesaw State University), Wolfgang Schloer (Georgia State University), and Teresa Wise (University of Alabama).

AIEA: STRATEGIC ISSUES COMMITTEE

AIEA’s Strategic Issues Committee is charged with surveying the membership, determining the key strategic issues facing SIO, and recommending sessions or other approaches to help SIO manage these issues. In 2017, the committee published “Strategic Issues: Summary, Analysis, and Priorities Facing International Leaders in International Education Today,” which offered a framework of strategic issues and identified priorities facing SIO. This comprehensive report is available online. A sub-committee worked during the Summer 2017 to revise committee questions that were included on the recent SIO Survey. In response to current issues identified, the committee joined forces with AIEA’s Public Policy Committee to offer a session at the AIEA 2018 Conference titled, “The confluence of legal issues, public policy, and messaging for SIOs in light of Executive Orders and the stance of the Trump administration.” This is sure to be a relevant and interesting session.

The Strategic Issues Committee is offering for the second year a popular pre-conference workshop, “The Power of Persuasion,” which actively engages participants to develop a fundamental skill set necessary for their success – persuasive communication. To reach their objectives, SIOs need to be change agent, advocate, and visionary. They need to understand multiple perspectives and find ways to align diverse perspectives towards a common cause. SIOs need the power of persuasion. Please consider attending this workshop if you feel you could use tips on how to be more persuasive!

The committee will also offer a Roundtable Discussion at the AIEA 2018 Conference entitled, “Delving into the Leading Strategic Issues of Our Day,” which will share the findings of the committee and solicit discussion and feedback from conference participants. We hope you can join us!

Chair: Susan Bender (University of California, Irvine)
Vice Chair: Victoria Jones (University of California, Irvine)

Members: Vinita Bahri-Mehra (Kegler Brown Hill + Ritter), Marcellus Caldas (Kansas State University), Eric Canny (Augsburg College), Imara Dawson (University of Michigan), Lorna Jean Edmonds (Ohio University), Ryan Griffith (University of the Pacific), Mariella Hernandez (Universidad del Pacifico), Joe Potts (University of Kansas), Amy Rell (Regis University), John Sunnygard (University of Colorado, Denver/Anschutz Medical Campus), and Martin Gerardo Velázquez Osuna (Tecnologico de Monterrey).

CALL FOR NEWSLETTER CONTRIBUTIONS

Do you have articles you’d like to contribute to the international education field? Information or resources that would be helpful to colleagues? AIEA members are invited to contribute articles, news, and announcements related to international education in this online newsletter. To submit items, email: aiea@duke.edu.

LEADING INTERNATIONALIZATION: A HANDBOOK FOR INTERNATIONAL EDUCATION LEADERS

Edited by Darla K. Deardorff and Harvey Charles

Stylus, 2018

What do university leaders need to know and be able to do to internationalize their institutions?

This forthcoming volume (Stylus, 2018) provides senior professionals in international education, increasingly known as Senior International Officers (SIOs), with the foundational knowledge that informs leadership practices, together with suggested strategies for implementing and developing the wide range of functions, activities and skills associated with comprehensive internationalization that will ensure effective support for their institutions’ educational mission in today’s globalized and interdependent world.

This book addresses strategic leadership issues in internationalization including strategic planning, shaping the curriculum, recruiting students, risk management, and developing partnerships. Throughout, the Association of International Education Administrators’ (AIEA) Standards of Professional Practice for SIOs and International Education Leaders integrated as a point of reference, providing a much needed guide for international education leaders.

This resource is a vital starting point for anyone in a senior leadership role in higher education, as well as for anyone desiring to understand more about this key leadership position essential to higher education institutions in developing institutional global capacity and in educating global-ready graduates.
AIEA Leadership Academy for New Senior International Officers

The Association of International Education Administrators held the its third annual AIEA Leadership Academy for New Senior International Officers, co-hosted with the Duke Center for International and Global Studies (DUCIGS), which took place in Durham, NC, from May 1-5, 2017. This training program is designed for administrators in the first five years of their current appointment.

Seventeen Academy participants from all over the U.S. and Kazakhstan attended sessions that covered the following thematic topics: Relations with the Administration, Involving Faculty, Making Alliances, Programs and Partnerships, Making the Case for Internationalization, Assessment, Resources, Strategic Planning, and Career Decisions.

Participants gave overwhelmingly positive feedback about the Academy, saying:

“Having the chance to not only really talk to the faculty mentors, but also connect with others in similar roles, facing similar challenges, was invaluable. It seems that once one gets to this level, he/she spends time mentoring others. But we need mentors ourselves, and the opportunity to learn from others who have worked in the field for decades is invaluable.”

“Connecting key concepts and understanding that the interrelation and that they build from each other was incredibly helpful. I have not been able to do that anywhere else.”

“I feel a sense of renewed commitment to the field and a better sense of where I’m heading personally/professionally and why. I’m so glad I took part in this program. There are many workshops and trainings that I have taken part in where I have felt that I had wasted my time, that the return on the investment of my time and commitment just wasn’t there. I can say that every minute of this Academy experience was worth it.”

2017 Faculty and Speakers: Gil Merkx, Riall Nolan, Penelope Pynes, Pia Wood, Harvey Charles, Darla K. Deardorff

2017 Participants: Sabuur Abdul-Kareem, Ryan Buck, Orlina Boteva, Andrew Carver, Mark Daly, Mana Derakhshani, Jennifer Engel, Svetlana Filaretieau, Kimberly Gillette, Aliya Kaimoldinova, Suzanne Panferov, Matthew Puccionielli, Sarah Speir, Robert Summers, Belkys Torres, and Paul Wright.

The 2018 AIEA Academy for New Senior International Officers will take place April 30 – May 4, 2018.

Application Deadline: March 15, 2018

Standards of Professional Practice for International Education Leaders and Senior International Officers

AIEA has published a set of standards of professional practice for international education leaders and senior international officers. Intended as a living document relevant to varied higher education institutional contexts, the standards aim to help current SIOs identify gaps in practice they would like to fill; serve as a guide for aspiring SIOs as they gain the knowledge, skills and experience needed to become SIOs; and help institutions and organizations appointing SIOs to craft position descriptions, and conduct searches.

The 22 standards are specific to international education leaders and address internationalization expertise, leadership and management, advocacy (working through and with others), and personal effectiveness.
AIEA Presidential Fellows

The Association of International Education Administrators (AIEA) is pleased to announce the two senior international officers who have been selected as the ninth cohort of AIEA Presidential Fellows: Curt R. Rom at the University of Arkansas, and J.R. Swanegan at Stetson University College of Law.

The AIEA Presidential Fellows Program, a signature program of AIEA, is a highly prestigious professional leadership program for new Senior International Officers (SIO), who hold leadership positions at their universities. Fellows are matched with experienced SIOs who serve as their Mentors. During the 2017-2018 academic year, each Fellow will spend several days visiting the Mentor's campus, shadowing the Mentor, and learning about the internationalization policies, politics, and procedures of the Mentor's institution. This program provides participants with the opportunity to observe how an experienced SIO and his/her institution address international education challenges and solve problems, learn about national and international issues and how they affect individual campuses, and become a member of a national network of Fellows, which serves as a resource throughout one's career.

The 2017-2018 Mentors bring extensive knowledge, experience, and expertise to the program. The Mentors are Donald Filer, Executive Director of the Office of International Affairs at Yale University, and Bailian Li, Senior Vice Provost for Global Engagement at North Carolina State University.

2017-2018 AIEA Presidential Fellows:

Curt R. Rom is Associate Dean for International Education, in the Graduate School and International Education serving as University of Arkansas SIO. Previously, he served as Honors College interim Dean. He is a member of AIEA, NAFSA, and the CGS and graduated from the APLU Food Systems Leadership Institute. He has had significant campus and professional society leadership positions. He received a PhD and MS from The Ohio State and a BS from Arkansas.

J.R. Swanegan is Assistant Dean of International Programs at Stetson University College of Law, where he is responsible for study abroad programming, international student scholar services, and facilitating international institutional relationships. Swanegan was a participant in the inaugural class of the AIEA Academy for New Senior International Officers, and previously initiated international programming at the University of Missouri-College of Engineering. He earned his BA in political science and JD from the University of Missouri.

2017-2018 AIEA Presidential Mentors:

Donald Filer is Executive Director of the Office of International Affairs at Yale University, which provides administrative support for international activities of the schools, programs, and individual faculty across the university. These efforts include developing new projects with partner universities and safeguarding Yale’s reputation. Previously, Filer served in a number of capacities at Connecticut College, including Vice President for Community and Public Affairs, Secretary of the College, and Acting Vice President for Development.

Bailian Li is Senior Vice Provost for Global Engagement at NC State University. He provides leadership for the University’s overall mission of global engagement in research, education, and economic development and leads the development and implementation of the strategic plan to strengthen NC State’s global presence. He is active in AIEA, NAFSA and APLU international commission. He has extensive experience in developing effective international partnerships for student mobility, faculty research and joint academic programs.

Applications for the 2018-2019 cohort of AIEA Presidential Fellows will be due on May 1, 2018. Application details are on the AIEA website.
2017-2018 Thematic Forums

**Improving the Quality and Value of Short-term Student Experiences in Global Health**

December 5-6, 2017
Lehigh University

Thousands of students participate each year in short-term global health activities, yet these programs have been the object of growing criticism focused on lack of real impact and the potential for harm. This affects both the volunteers and the host communities, making the risk for sponsor organizations a growing concern among administrators, educators, and legislatures. Leaders involved in short-term international health experiences have developed guidelines for best practices, yet research suggests that most programs do not follow them. And potential volunteers, host partners, and college and university officials wanting to know which organizations to approve or recommend do not have useful sources to identify the best (or the worst) programs.

Led by **Lehigh University professor Judith Lasker**, author of *Hoping to Help; the Promises and Pitfalls of Global Health Volunteering*, this forum brings together speakers representing the cutting edge of research and practice in this field and provides an opportunity for attendees to formulate strategies to ensure the highest quality opportunities for students. It is of urgent relevance to staff and faculty in international education, study abroad, global health and development studies, pre-health advising, graduate health professional programs, and service learning who want to provide the most valuable experiences for their students and the most value to host communities.

**Building Inclusive Approaches to Campus Internationalization:**

**Integrating Displaced Students to the Logic of Campus Internationalization**
March 8-9, 2018
Boise State University

International educators have traditionally defined their role, among other things, by serving students with specific types of visas. As the fabric of the U.S. society becomes increasingly more complex and immigration status blurred, U.S. colleges and universities work with a growing population of international students who enter U.S. colleges through domestic admissions. That is the case of “displaced students” such as immigrants, undocumented students, refugees, and children of migrant-workers, among others. From the perspective of the Senior International Officers (SIOs), displaced students fall outside their administrative portfolio, despite the wealth of resources that these students bring to internationalization processes. SIOs are challenged to champion internationalization models that are inclusive, regardless the student visa categories.

This AIEA Thematic Forum addresses the following questions:

- How do Senior International Officers (SIOs) champion an internationalization process that is both comprehensive and inclusive?
- What are the unique needs facing displaced international students?
- In what ways do displaced students contribute to campus internationalization?
- How do we prepare the campus for serving the needs of displaced international students?
- What are successful services and models for supporting displaced students?

The Thematic Forum pursues the following objectives:

a) To position the discussion of displaced students in the internationalization agenda of U.S. colleges and universities.

b) To identify the challenges and opportunities associated with displaced students as related to campus internationalization.

c) To share best practices of working with displaced international students and advancing internationalization processes.

d) To increase the advocacy role of the SIO for displaced students on U.S. colleges and universities, given the current political climate.

e) To improve the campus climate by equipping the faculty with skills and tools to engaging in difficult conversations.

The forum brings together leaders in education, government, and private industry sectors with a shared interest in deciphering the myths, reality and perceptions of the immigration policy and general climate in the United States. Through a peer conference format, participants will collaborate to identify key needs, knowledge, resources, and power that can be leveraged to develop and implement strategy that will benefit stakeholders across sectors and provide a model of collaboration that can be shared broadly with higher education institutions. The forum will facilitate the development of a roadmap to collaborate with leaders and voices outside of higher education, identify targets of opportunity, and impact change. The target audience includes SIOs, government relations staff, and other university administrators.

**Faith-Based Universities and Internationalization: Balancing Mission and Market Realities**
April 19-20, 2018
Boston College Center for International Higher Education (CIHE) Chestnut Hill, MA (USA)

Across the United States and around the world, faith-based colleges and universities adhere to distinctive missions. These institutions are typically guided in their actions by a particular set of values and priorities that exert a direct influence on their approaches to all aspects of their work. Faith-based institutions see their place in the world through a unique lens, which in turn affects a wide range of decisions and actions they may take with respect to teaching, learning, research, student formation, and community service. Based on our understanding of these fundamental dynamics, one would assume that the faith-based identity and orientation of a particular college or university would also affect its approach to internationalization, a key phenomenon in higher education around the world today. But, what do we really know about the ways that faith-based institutions approach matters of internationalization and global engagement?

To address this key question, this AIEA Thematic Forum offers an informative, interactive experience designed to provide participants with new information and insights into what we know about faith-based universities and their approaches to internationalization, as well as opportunities...
to share and compare their experiences with colleagues from a diverse group of faith-based institutions from the United States and elsewhere.

Leveraging the knowledge and experience of the Boston College Center for International Higher Education—itself housed at a faith-based (Jesuit, Catholic) institution, and directed by Prof. Hans de Wit—this Thematic Forum brings together higher education experts, internationalization scholars, international education practitioners, and representatives from a range of faith-based institutions in the United States, Latin America, Europe, and beyond. The Forum will provide an opportunity for significant learning and robust discussion of this important and timely topic.

**FROM SERVICE LEARNING TO ENGAGED LEARNING:**

**European Innovations in Study Abroad**

April 26-27, 2018

University of Limerick, Limerick, Ireland

Third level institutions both in the USA and Europe are showing an increasing interest in experiential learning and applied projects that are responsive to social issues and the development of new and innovative pedagogies. University teachers now recognize that quality engaged learning can improve learning achievement, retention, plus a range of generic and transferable skills. In addition to the disciplinary learning outcomes desired for all students, engaged learning experiences are increasingly recognized as an essential part of the curriculum to develop social, moral and civic responsibility.

There is a growing awareness that students today resonate with engaged learning experiences that deliver productive outcomes for communities as well as themselves. Many students appreciate being involved in community-based projects that give them real-world experiences and allow them to integrate theory with practice.

This forum will be dedicated to exploring the ways that the international study abroad program can provide academic and credit bearing, engaged learning experiences underpinned by relevant supports to students and communities in order to deliver maximum impact for participating communities and learning outcomes for students.

Using the University of Limerick's Practicum program as a case study and template, it will highlight the potential for Study Abroad and International students to experience unique culturally immersed and fully accredited learning opportunities in Ireland and how the UL model can be adapted to individual locales.

The UL Practicum, the only one of its kind in Ireland, presents a model of scaffolded support to address academic, student and community needs within collaborative partnerships designed to support all stakeholders. It provides curriculum based accredited learning that deploys academic expertise in response to identified community needs, in applied community projects co-designed and implemented by partnerships comprising university staff, community partners and students. The focus is to present the lessons learned from the partnership approach to developing, implementing, evaluating the UL Practicum model and to compare with traditional models of service learning, leading to a discussion and reflection on same by those attending.

**INTERNATIONALIZATION AND THE AMERICAN RESEARCH UNIVERSITY:**

**Implications for Faculty Scholarship and Graduate Education**

April 5, 2018

University at Albany, State University of New York

Globalization has precipitated a degree of dynamism and disruption in American higher education never before witnessed in its history. While much of the strategic and orchestrated efforts around internationalization has occurred at four-year and teaching institutions, much less has occurred at teaching universities. Yet it is research universities, as one sector of the academy, that are the primary engines of discovery and innovation, and that have the resources and infrastructure to be most effective at pushing the boundaries of knowledge the farthest, and finding solutions to the most pressing challenges confronting humanity. Recognizing that scholarship is increasingly an international endeavor, and acknowledging the imperative to prepare graduate students for careers that will be profoundly international, why then are so many research universities not engaged in explicitly and intentionally internationalizing their campuses?

**This Symposium will therefore explore the following issues:**

- The state of internationalization at American research universities
- What research universities must do to respond to globalization
- Internationalization from the perspective of a university system chancellor
- Federal recognition of the importance of internationalization through grant funding
- Successful strategies deployed at research universities to link internationalization with scholarship and graduate education
- The role of global rankings on faculty research and graduate education

Times Higher Education (THE) World University Rankings Masterclass will be offered as a part of this symposium on April 6th, 9 AM - 12 noon. (Exclusive and detailed analysis of the performance of the US higher education sector will be presented. It will include a detailed briefing on the construction and methodology of the influential rank)

**2018-2019 Thematic Forum applications are due May 15, 2018.**

**The Journal of Studies in International Education (JSIE)**

AIEA members receive free online access to JSIE as part of their annual member benefits. To access the most current and previous issues, please visit [http://aieaworld.org/journal-of-studies-in-international-education](http://aieaworld.org/journal-of-studies-in-international-education) (login required) and follow the instructions.
Past Thematic Forums

The United States as an Arctic Nation: Opportunities for Collaboration in Internationalization

The University of Alaska Fairbanks and Dartmouth College
May 7-8, 2017; University of Alaska Fairbanks, Fairbanks, Alaska

This Thematic Forum engaged senior international officers, university administrators, faculty and students alongside business, community and government leaders in exploring internationalization related to Arctic locations. Presentations, panels and breakout discussion centered on opportunities for impactful exchanges and increased awareness of Arctic issues with an emphasis on collaboration with Indigenous communities in the development and implementation of research protocol and curriculum.

This forum content is of relevance to Senior International Officers considering partnership with Arctic-located institutions in the development of education and research programs within Arctic nations and focused on Arctic issues.

Other 2016-2017 AIEA Thematic Forums included:

Mapping Strategies to Reach Your Vision for International Education
February 1-3, 2017
Texas Christian University

Teaching Tolerance & Peace in Education: Perspectives from the East and West
March 26-27, 2017
University of Central Florida (also hosted by The Prince Mohammad Bin Fahd Program for Strategic Research & Studies)

Far Beyond Recruitment: Understanding Chinese International Students and Helping Them Succeed
Wednesday, April 12, 2017
Stony Brook University, Stony Brook, NY

Senior Advisers Program

AIEA, the Association of International Education Administrators, is the only association in the world focused exclusively on professional development, advocacy, information sharing and networking for university leaders charged with strategic and comprehensive internationalization of higher education. In furtherance of this mission, AIEA offers its members the opportunity to participate in the AIEA Senior Advisers Program (SAP). This professional development program connects seasoned AIEA members—recognized leaders in international education—with AIEA members who are newer Senior International Officers (SIO), i.e. administrative leaders with multiple international responsibilities. The Senior Advisers Program provides experienced and newer SIOs with an opportunity to engage in direct dialogue while learning from each other throughout the academic year.

AIEA members who are within their first three years of serving as an SIO or as an SIO at a new institution are eligible to apply to participate as Advisees in the AIEA Senior Advisers Program. Applicants are selected upon a first come-first served basis according to Adviser availability.

AIEA members who have served as SIOs for 10+ years at higher education institutions are eligible to apply as Advisers.

Many thanks to Senior Advisers Program chairs Helen Gaudette and Shelley Stephenson.
AIEA Statement on Rescission of the U.S. Deferred Action for Childhood Arrivals (DACA) Order

September 6, 2017

The Association of International Education Administrators (AIEA) joins with other organizations of higher education to express its disappointment and concern over the administration’s rescission of the Deferred Action for Childhood Arrivals (DACA) order. As international educators we are keenly aware that identity and national allegiance is not merely a matter of where one’s parents come from, but rather how one embraces and contributes to the environment where one grows up. We lament the potential loss of some 800,000 American Dreamers and the severe disruption this will have on their lives and the lives of their families, communities, workplaces, and educational institutions.

The administration has framed this action as a matter of law, yet exceptions to immigration law have been integral in the history of the United States. From the inception of the United States, immigration laws have at various times helped attract the skilled, harbored the persecuted, and promoted equity and family life, all the while recognizing the shifting realities of the global political and economic system and the human migration that it entails. The rule of law is indeed a fundamental pillar of democracy, one that rests on a bedrock of values and fair-play that can transcend general strictures, as our history of immigration law has shown. AIEA sees the abandonment of DACA as a failure of spirit. The Dreamers never broke the law. But if DACA is not replaced they will lose respect for law and for the land they call home.

We call on Congress to right this wrong before it takes effect. Comprehensive immigration reform may well be too much to ask for in the current polarized environment, but action on DACA is urgent. We ask that the dream of a just and fair society remain intact for Dreamers, for U.S. citizens, and for people the world over.

Association of International Education Administrators
Annual Conference
February 18–21, 2018
Washington Marriott Wardman Park
Washington, DC, USA

The Internationalization Imperative in Turbulent Times

Join university leaders from around the world!

Call for Proposal information is available at www.aieaworld.org.
Call for Proposal Deadline: August 15, 2017

For more information visit www.aieaworld.org | #AIEA2018
Contact AIEA at aiea@duke.edu for exhibitor and sponsor information.
MEMBERS IN THE NEWS

AIEA recognizes its members in the media on the Members in the News page. If you or an AIEA colleague have presented at a conference, have recently been published, or have other accomplishments covered in the media, please email aiea@duke.edu with information for inclusion on the website.

SELECTED UPDATES FROM MEMBERS IN THE NEWS:

Several AIEA members were quoted in or contributed to the research in *The Chronicle of Higher Education* article "Many Colleges See Drop in International Students, Chronicle Survey Finds" by Karin Fischer.

AIEA members Richard Nader, Cheryl Matherly, and Margaret Everett published in Fall 2017 *IIE Networker* "Coming to America: Navigating International Education in These Uncertain Times."

AIEA Members Jill Blondin, Robin Matross Helms, Sean Manley-Casimir, R. McKenna Brown, and Anthony Shull are presenting at the Higher Education Partnership: Internationalization in the Americas Conference October 17-19 in San Miguel de Allende, Mexico.

AIEA Executive Director Dr. Darla K. Deardorff was quoted in *Huffington Post* article "Campuses Flourish with Teachers Travel."

SELECTED RESOURCE:

The final report from the Council on Graduate Studies (CGS), National Science Foundation’s (NSF) Division of Graduate Education (DGE), the NSF Office of International Science and Engineering, and the North American Office of the Deutsche Forschungsgemeinschaft (German Research Foundation, DFG) workshop “Evaluating International Research Experiences for Graduate Students” held February 16, 2016 is now available at the workshop website. ([http://cgsnet.org/2016-cgsnsf-workshop-evaluating-international-research-experiences-graduate-students](http://cgsnet.org/2016-cgsnsf-workshop-evaluating-international-research-experiences-graduate-students))

Community Colleges for International Development (CCID) invites you to participate in their 42nd Annual Conference, Expanding Horizons: Global Opportunities, to be held in Scottsdale, AZ from February 16th to 19th. Registration is now open on our website at: [https://www.ccidinc.org/registration](https://www.ccidinc.org/registration).

AIEA SECRETARIAT UPDATES:

Congratulations Dr. Dafina Diabate!

Many congratulations to Dr. Dafina Diabate, AIEA Associate Director, on the completion of her Doctorate of Education, Higher Education Management at the University of Pennsylvania.

WELCOME, MEL!

AIEA is pleased to announce that Mel Simmons has been hired as the Association’s new Office Assistant. Welcome, Mel!

Learn more about Mel through her brief bio on the AIEA website.

Mel Simmons