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

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 unchartered 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

For Lehigh, a 'Path to Prominence'
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 does 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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