Session Agenda

- Presenter introductions
- Case Studies
- Group Discussion

- Take-away: Examples of navigating silos through internationalization efforts, curriculum internationalization, strategic planning, and working with committees and other groups
Case Study: University of Nebraska (4-campus system)

Revising an institutional strategic plan for global engagement throughout a university system

- Previous strategic plan written but not formally adopted – created space for new initiative
- First step: engage SIO’s of each campus
- Second: review and update that plan
- Third: get buy-in from other senior leaders
- Fourth: navigate to formal adoption

Case Study: U of Nebraska

Establishing working groups of international educators across multiple campuses

- Previous efforts among Education Abroad, but not much beyond that
- Started with SIO’s, now meeting every 4-6 weeks through academic year
- Education Abroad Directors each semester
- Challenges: multiple transitions
- Solutions: tenacity, communication
Case Study: U of Nebraska

Putting new Strategic Plan into action, working towards comprehensive internationalization
- Increase Education Abroad
- Increase enrollment of international students
- Enhance international research
- Revise curricula
- Support development of global mindsets and intercultural competence

Lessons learned: Nebraska

- Collaborative approach is essential, with offices/campuses of all sizes
- Long-term approach: identify goals, then work consistently while resolving concerns
- Communication with senior leaders
- Identify incentives for potential collaborators, such as funding, accurate reporting to Board
- Tenacity and persistence
- Still a work in progress
Case Study: Emory University (decentralized university)

Bringing groups together who share common functions from across the university:
- Creating a university-wide International Education Week Planning Committee
- Convening a Committee on English as a Second Language
- Organizing a group of international recruitment officers

Lessons learned: Emory

- Meet regularly but not too often
- Maintain a neutral setting
- Need commitment by central office
- Capitalize on what people are already doing
- Make it easy to participate
- Incentivize
- Be clear about purpose
- Facilitate connections
- Share best practices
- Ensure tangible outcomes
Emory’s Global Strategy

Strategy 3: Facilitate and steward conditions for synergy among groups engaging in international work within the Emory and Atlanta communities.

Initiative 1: Partner across Emory’s nine schools and associated units to further internal awareness of and opportunities for international collaboration.

Case Study: UNC-Greensboro (public university)

Leverage strategic planning to join ACE Internationalization Laboratory
Case Study: UNC-Greensboro

Questions for Departments:
• What would an ideal international department in your field look like?
• What would you want your graduates to be able to do?
• What challenges and opportunities do you see?
Collaborating with college deans and supporting involvement of faculty

Case Study: UNC-Greensboro

Collaborating with college deans and supporting involvement of faculty
Lessons Learned: Greensboro

• One size doesn’t fit all.
• Engage the broader campus in the internationalization process.
• Communicate often.
• Build on-campus support for internationalization.
• Faculty are very important in the process, but remember Student Affairs, students and staff.
• Dean support is paramount to success.

Discussion Questions

• Discuss examples that have worked well to break down silos:
  • What were the challenges?
  • What has contributed to the successes?
  • Who have been your partners or allies?
  • How have you used your position as a thought leader to navigate those silos?
• Discuss current challenges regarding silos and barriers:
  • What are the structures, barriers, or people that present challenges?
  • Who might you need to work with to address those challenges?
  • How can you use your position as a thought leader to navigate those silos?
Navigating Silos, Strategic Plans and Systems

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Penelope Pynes, Univ. of North Carolina-Greensboro