



**2017**  
ASSOCIATION OF INTERNATIONAL EDUCATION ADMINISTRATORS  
ANNUAL CONFERENCE

# Navigating Silos, Strategic Plans and Systems

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## 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



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## 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



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## 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



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## 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



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## 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



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## 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

International  
Education  
Week



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## 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



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## 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.



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## Case Study: UNC-Greensboro (public university)

Leverage strategic planning to join ACE Internationalization Laboratory



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## Case Study: UNC-Greensboro

### UNCG's Internationalization Timeline



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## 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?



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THE UNIVERSITY of NORTH CAROLINA  
**GREENSBORO**

The University of North Carolina at Greensboro's  
Quality Enhancement Plan

Global Learning for Global Engagement



**Global Engagement**

FIRST YEAR EXPERIENCES	MID ACADEMIC CAREER GLOBAL EXPERIENTIAL OPPORTUNITIES	ENHANCED CURRICULUM IN PARTICULAR MAJORS
<ul style="list-style-type: none"> <li>QEP focused Summer Read Programming</li> <li>Global Opportunities in First year experience Courses (FIS and LCL)</li> <li>Introduction to Global Opportunities*</li> <li>Intercultural Workshop</li> <li>Leadership Colloquia</li> </ul>	<ul style="list-style-type: none"> <li>Undergraduate Research</li> <li>Enhanced Study</li> <li>Abroad Exchange</li> <li>Pre-Departure Course</li> <li>Overseas Course</li> <li>Security course</li> <li>Leadership Challenge and QEP</li> </ul>	<ul style="list-style-type: none"> <li>High Impact Global Experiences</li> <li>Service Learning</li> <li>Local Community Engagement</li> <li>International Field Experience</li> <li>Capstone</li> <li>Internship/Seminar</li> </ul> <p>*Other major specific curriculum changes</p>

**FACULTY DEVELOPMENT**

- QEP Summer Institute
- FTLC Learning Community
- ICC Toolkit
- ICC Workshops

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## Case Study: UNC-Greensboro

Collaborating with college deans and supporting involvement of faculty



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## 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.



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## 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?



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