PRESIDENT’S MESSAGE: A SHARED AGENDA FOR SIOs

Harvey Charles, AIEA President

For newcomers, the lack of uniformity in the field of international education, including the role of SIO, is probably quite bewildering. There is, for example, no training in specific disciplines or acquisition of certain qualifications that one needs to become an SIO. Most SIOs are members of the faculty but often come from very different disciplines. Others hail from a variety of career backgrounds—as former members of the diplomatic corps, as career administrators within higher education, or even as practicing attorneys. Within the academy, SIOs inhabit vastly different structures and often report to different administrators, with some SIOs accountable to the provost, others to a vice president for student affairs, and some even to administrators ranking one step below vice president. There is also a great deal of variance in the tasks for which SIOs are responsible. The levels of funding that SIOs experience vary considerably, and without the widespread application of recommendations as to how such departments should be funded, some have staff-to-student ratios of 1:50 or less, while others deal with ratios of 1:500 or more. The funding models vary just as much, and range from flat-out appropriations from central administration to tuition capture, a fee-for-service model, grant funding, and a combination of some or all of the above.

In the face of all of this variation, idiosyncrasy, and diversity in the backgrounds, roles, and functioning of SIOs, one wonders whether there are elements that are shared in common. The lack of consensus about so many aspects of this position, at least in terms of what is practiced and can be observed on campuses, may persist for a while longer, but what must demand our attention is a shared agenda for which all SIOs should consistently advocate. Here are a few elements of such an agenda that should not only define the role of the SIO but also be seen by all SIOs as issues they should actively promote:

Global education as part of institutional identity

Colleges and universities seem to be perpetually engaged in strategic planning. This tends to happen with the arrival of a new president. And with the churning that exists in this particular position, SIOs invariably have an opportunity to play a role in this process. Strategic planning provides a chance for SIOs to make international education central to an institution’s mission. Indeed, it is only when international education is institutionalized that real progress can be made in terms of ensuring that all students are prepared to succeed in a globalized world. Beyond student learning, the institutionalization of international education is required to support international teaching and research experiences for faculty, as well as for global and interdisciplinary research collaboration. With a strategic commitment to international education, practically all of the other challenges that SIOs face become substantially easier to navigate. SIOs possess the most credible voices for advocating for international education as part of institutional identity and therefore must rise to this challenge.

Making education central to the work of international education

For much of the history of international education, the primary preoccupation of administrators in this field has been about the provision of services, whether to international students, visiting scholars, or education-abroad students. There is no question that such services are not only important but also necessary, and lie at the very foundation of an international education agenda. However, if these services are not well integrated into the academic enterprise of our colleges and universities, they may constitute little to no educational value to the beneficiaries. Study abroad for example, which is much more closely aligned to the academic mission than some...
of the other services provided by SIOs, may fail to deliver on the promise of global competence if students spend most of their time overseas in the company of other Americans, have little interaction with the local community, and pursue academic coursework that is not well integrated with their programs of study on the home campus. Furthermore, the depressingly low numbers of students that participate in education abroad means that this potentially transformative experience is enjoyed by only a small minority of students.

SIOs must become the leading campus voices for the internationalization of the curriculum. International education is bigger than study abroad or the hosting of international students on our campuses, which means that SIOs must forge alliances with faculty and seek to influence the conversation on the shape and complexion of the curriculum. Whether it is in the First-Year Seminar, the General Education Curriculum, or even the core themes that will drive learning in the individual disciplines, SIOs must be visible advocates for global learning. Global learning crosses disciplinary boundaries, and, more importantly, is an essential element of what it means to receive a liberal education and to be prepared for global citizenship. For SIOs who feel somewhat insecure in pursuing this agenda, I recommend seeking out the many sessions that will be hosted at the upcoming AIEA conference, as well as conferences, workshops, and webinars offered by groups like AAC&U, ACE, and NAFSA.

**International Teaching and Research Opportunities for Faculty**

If education is central to the work of international education, it follows that the faculty are the most important actors in this project. Sometimes this is not well understood on campuses, but it is crucial that SIOs are perceived by the faculty to be their most important allies in internationalizing the curriculum in the myriad ways possible. Not all faculty members will embrace this agenda, and indeed, in my own experience, I have observed faculty block strategies to make global learning more central to the experience of all students and even heard chairs discourage young tenure-track faculty from pursuing international opportunities, arguing that it would hurt their chances for tenure. Yes, advocating for international teaching and research opportunities for faculty is something that all SIOs must do, and in the presence of a supportive provost and a sympathetic president, their advocacy may yield real results. The work may involve hosting workshops for Fulbright and other federally funded scholarships and grants; disseminating information about teaching opportunities at partner institutions; providing modest funding to support scouting trips for faculty wishing to lead short-term study abroad programs; and brokering relationships between faculty across borders with similar research/teaching pursuits and interest in collaboration. SIOs need to be the loudest voices advocating for international teaching and research opportunities for members of the faculty.

**Appropriate Funding to Support the Work of Campus Internationalization**

The marginal status of SIOs on many campuses often means that their positions are the last to be funded and the first to be cut. It also means that they tend to have a lot less than they need to fund the services they provide. Comparing the lavish resources available to athletics departments to the pittance available for international education is often part of the narrative of commiseration among SIOs. That this state of affairs exists on too many campuses is a reflection of institutional priorities. Making international education an institutional priority is, in fact, a responsibility of SIOs, and it is their advocacy that can make the difference. Now that SIOs have begun to occupy fairly senior positions in the academic hierarchy of institutions, at least on paper, they have a bit more power than an international student adviser or an ESL instructor to advocate for more resources in support of international education. Simply accepting the status quo is not good enough.

**Aligning Institutional Rewards to Support International Engagement**

Within organizations, we come to know what is important and what matters by who is rewarded. Moving international education to the center of institutional life requires that those who labor in support of this work be recognized for their accomplishments. Such rewards should be institution-wide and conferred in view of the entire campus community. On my campus, two faculty members and one academic department are identified each year for an honor that celebrates global learning, and they receive this award at the same time that other important honors are conferred by the president. The SIO is perfectly positioned to advocate for the creation of such awards and to lobby for those most eligible for consideration. On practically every campus, the work of international education involves changing institutional culture. Rewarding faculty, staff, and students for their leadership in international education is a crucial aspect of fostering a new institutional culture that embraces international education. Here again, SIOs must be the most effective champions.

In the coming years, the SIO position, including the path to this position, how it is structured on campuses, and the portfolio of responsibilities over which the SIO presides may very well achieve greater similarity and consistency. We do not need to wait for this to happen, however, to become champions of the agenda articulated above. Indeed, this must be a shared agenda, for only through the power of our numbers advocating for these progressive ideas in unison can we inspire the imagination of college and university administrators to make international education a core principle of institutional identity.
SECRETARIAT REPORT

The AIEA Secretariat continues to provide major oversight and administrative support for the committees, boards, and professional development programs of AIEA (webinars, Neal 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 three staff members, Executive Director Dr. Darla K. Deardorff, Assistant Director Dafina Blacksher Diabate (as the only full-time staff member), and Program Associate Katy Rosenbaum. Here are some of the areas of involvement of the AIEA Secretariat over the past year:

- AIEA membership is continuing to grow with a 30% increase in institutional members. There are currently 804 members (as of October, 2014), up from 759 at the end of 2013, including 488 institutional members, up from 376 in 2013.
- Executive Director Darla Deardorff provided visibility to AIEA through invited talks and presentations at numerous venues in 2014 (most at no or little expense to AIEA) including at the AMPEI conference in Mexico and at other conferences in the US, Europe, Japan, and Australia.
- The Secretariat supported the publishing of AIEA's Provosts' Perspective Series.
- AIEA completed the fifth cohort of AIEA Neal Presidential Fellows and launched the sixth cohort of Fellows.
- The Secretariat supported the new Senior Advisers Program with six Senior Advisors and 23 advisees.
- AIEA supported the Thematic Forum competition and awarded three Forums for the 2014-2015 year.
- The Board met three times, including an on-line meeting in May, and in-person meetings in February and September (both in Washington DC).
- The Secretariat published two online newsletters available on the AIEA website (www.aieaworld.org).

- The Secretariat provided support to the board in finalizing the AIEA Implementation Plan and in updating AIEA's legal documents, including revised By-laws which will be put to vote by the membership at the 2015 Conference (all documents available on the AIEA website).
- The Secretariat coordinated the next iteration of the SIO Profile Survey which was administered to members in Fall 2014; results will be shared at the 2015 conference and through the AIEA website.
- AIEA continues to be an active member of both the Network of International Education Associations (NIEA) and the Inter-Associational Network for Campus Internationalization (INCI) and was a participant in the Global Dialogue in Port Elizabeth, South Africa, from which emerged the Nelson Mandela Bay Declaration on Internationalization of Higher Education (available at www.aieaworld.org).
- AIEA maintains close relationships with several sister organizations including American Council on Education (ACE), Association of American Colleges & Universities (AAC&U), and the European Association of International Educators (EAIE), among others, and is building a closer relationship with the National Association of Diversity Officers in Higher Education (NADOHE). Through its partnership with EAIE, AIEA co-sponsored a Leadership Roundtable prior to the 2015 EAIE Conference (see article on page 9).
- AIEA appreciates the loyal support from the 12 sponsors from the previous year who continue to support the annual conference. The 2015 conference features ELS as the Diamond sponsor for the event, along with QS and Group of Eight as the Platinum sponsors. Demand for exhibitor space continues to run high, as we already maintain a waitlist for the limited remaining spots. We value the important role sponsors and exhibitors play in the success of the conference.
- AIEA has elevated its online presence by creating a new Twitter account in March of 2014, restructuring the AIEA website, creating and maintaining an online Job Board, and increasing visibility online through social media.
- The Secretariat coordinated the webinar “Senior International Officer (SIO) and Chief Diversity Officer (CDO) Partnerships” with over 80 attendees at 33 sites participating.
- Many thanks to the over 30 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.

AIEA ANNOUNCES BY-LAW CHANGES

The AIEA Board has been working in Fall 2014 to update and align associational by-laws with the new Strategic and Implementation Plans. The revised legal documents will be circulated to the membership in January 2015 for review and members will have the opportunity to vote on the new associational by-laws at the business meeting during the 2015 annual conference. While the revisions do not constitute any major operational changes for AIEA, the revisions will norm AIEA's by-laws with similar national membership non-profit organizations. Some of the changes include officially creating an executive committee as part of the overall governing board, and establishing the election of all standing committee chairs to the board (up to this point, some have been appointed and some elected). Watch for further details that will be sent to members in January.
**AIEA COMMITTEE REPORTS**

**EDITORIAL COMMITTEE REPORT**

**Betsy Brewer, Chair**

In the last year, the Editorial Committee’s work has focused on three main projects: developing the Provosts’ Perspectives Series, preparing a Research Agenda for the Internationalization of Higher Education in the U.S., and launching an Issue Brief series. Additionally, AIEA member Joan Gore, in cooperation with the Editorial Committee, began work on an oral history project focused on SIOs with considerable experience in the field.

Nine submissions to the Provosts’ Perspectives Series (http://www.aieaworld.org/provosts-perspectives) were received, reviewed, and published over the year, bringing the total in the series to 12. The Committee is now working to diversify the series, after which it hopes to publish the series as a digital collection.

Significant progress has been made to prepare a Research Agenda for the Internationalization of Higher Education in the U.S. This publication will focus on research questions related to student mobility as well as the internationalization of colleges and universities. The project team includes Editorial Committee members Robin Sakamoto and Anthony Ogden, as well as Kevin Kinser, who is serving as the team leader. The three have spent considerable time researching and writing the agenda, which should be ready for publication in digital form in 2015. There will also be an on-demand print option. Their efforts promise to provide SIOs, not only in the U.S. but also in other parts of the world, with research questions and resources that will be highly informative for their work. Many thanks are due to the project team.

In a review of extant AIEA publications, the Committee noted the need for short publications on timely topics. It also noted that the papers then labeled issue briefs conformed more to common definitions of occasional papers. A decision was therefore made to rename these occasional papers, and to create a separate issue brief series. At least two issue briefs will have been published by the time the AIEA February 2015 conference takes place, and the Editorial Committee welcomes submissions to both series. It also encourages those presenting in the conference to consider converting presentations to manuscripts that can be considered for publication.

In the coming year, the Editorial Committee looks forward to working with AIEA’s various committees and the chairs of thematic forums to capture the knowledge they generate in the form of publications. As AIEA Editor and Chair of the Editorial Committee, I would like to thank its members for their contributions to the work of the Committee. They are Megan Brenn-White (Brenn-White Group), Esther Gottlieb (The Ohio State University), Kevin Kinser (SUNY Albany), Anthony Ogden (University of Kentucky), Eric Popkin (Colorado College), and Robin Sakamoto (Kyorin University). I would also like to extend thanks to Joan Gore for her work on the oral history project.

**STRATEGIC ISSUES TASK FORCE REPORT**

**Christa Olson, Chair**

Following the February 2014 AIEA Board meeting, the Professional Development Committee was divided into two groups: Leadership Development and Strategic Issues. Penelope Pynes accepted to serve as Chair for a Leadership Development Committee and Christa Olson accepted to serve as Chair for an emergent task force on Strategic Issues. The following report shares the work undertaken or envisioned in the near future by the latter, the Strategic Issues Task Force.

Alba De Leon, Victoria Jones, Danny Damron, Jun Lui, Susan Bender, Hilary Kahn and Megan Brenn-White (liaison to Editorial Board), Christa Olson (Chair) were appointed by President Harvey Charles in spring 2014 to serve on the Strategic Issues Task. President Charles charged the task force with identifying the pressing and emerging issues that confront SIOs in our rapidly changing environment, developing programs that are tailored to seasoned SIOs, and capturing content from this programming that is turned over to the Editorial Board for dissemination to the field. Since their appointment, the task force has held regular conference calls, developed an action plan, canvassed the board for strategic issues, designed a preconference workshop, and proposed a roundtable session for the 2015 AIEA annual meeting.

With the work of the former Professional Development Committee now divided into two committees, the Strategic Issues Action Plan is addressing the following goals: (1) develop strategic issues offerings targeted for SIOs but accessible to all AIEA members, (2) develop continuous systems for gathering specific strategic topics from the AIEA membership, (3) develop a mechanism for vetting and acting upon strategic issues, (4) develop and implement systematic methods for knowledge capture, and (5) build on AIEA leadership conversations with partner organizations to enhance AIEA professional development offerings.

For the 2015 AIEA annual meeting, Jun Lui, Victoria Jones, and Alba De Leon will be joined by Susan Sutton in facilitating the preconference workshop entitled: “Moving to the center: Increasing the importance of global initiatives at your institution.” Also for the AIEA meeting, Christa Olson and Danny Damron have proposed a roundtable session which invites AIEA members to identify the most pressing and problematic issues facing SIO’s as they advance internationalization and global engagement at their respective campuses. With both the workshop and roundtable, the task force is piloting a three-part program format which includes: (1) preparation of participants through advanced reading or reflection;
(2) presentation and discussion of good practices and contrarian views during the in-person events; and (3) write-up of the collective wisdom and key discoveries for other AIEA member’s benefit.

The Strategic Issues Task Force looks forward to developing a “Deep-Dive” program tailored towards seasoned AIEA members during the 2015 calendar year. It envisions drawing from the results of the recently fielded SIO Profile survey from AIEA, the roundtable feedback from members, and additional brainstorming with board members in developing the content for this program. The task force will use the three-part format, noted above, to deepen reflection, generate new knowledge, and capture this information for the broader AIEA membership.

MEMBERSHIP COMMITTEE REPORT

Andy Gillespie, Chair

As AIEA membership continues to grow, recruiting efforts are focusing on senior international officers (SIOs) around the world. This past year the Membership Committee has initiated efforts to actively recruit international leaders from institutions not well represented in AIEA’s current membership base, diversifying our membership and the ideas and practices that we all share to improve internationalization at home and abroad. And as the diversity of AIEA grows, the presentations and roundtables at our conference and thematic fora will grow to support dialogue across institution types and missions. The year has also been spent in finalizing the implementation plans for AIEA’s new Strategic Plan, and Membership teamed with the Secretariat to undertake a number of activities to invite top institutions around the world to AIEA membership. Of the top 100 institutions in the world, roughly half maintain AIEA membership. Resolving membership category pricing questions and assisting the Conference Committee with panel and speaker selections were also needs to advance AIEA in 2014.

Our goal, under the new Strategic Plan, is to achieve an institutional membership number of 500. Being a member-driven association, we ask that all members share their experiences with colleagues at sister institutions and encourage involvement and membership in AIEA. Future activities of the Committee will see members traveling to national and international conferences to represent AIEA and to promote AIEA as the only association in the world focused exclusively on professional development, advocacy, information sharing, and networking for leaders in the field of international higher education. Thank you for your membership and involvement, and we hope that you will become even more involved in the governance, promotion, and success of AIEA in 2015.

AIEA Membership Committee, chaired by Andy Gillespie (Auburn University), is comprised of Grant Chapman (Webster University), Carol Fimmen (Alamo Community Colleges), Carl Holtman (International Education Consultant), Jing Luan (San Mateo County Community College District), Betsy Morgan (Eastern Michigan University), Cornell Menking (New Mexico State University), Joanna Regulska (Rutgers University), Astrid Schmidt-King (Notre Dame of Maryland University), and Chalimar Swain (University of Utah). Many thanks to these members for their work on the committee.

LEADERSHIP DEVELOPMENT SUBCOMMITTEE REPORT

Penelope Pynes, Chair

The standing AIEA Professional Development Committee works to deliver quality professional development opportunities to Senior International Officers through diverse avenues (including mentoring, dialogues, webinars, and workshops) preceding or between the AIEA annual meetings.

Given the breadth of Professional Development Committee’s work and after much deliberation the AIEA Executive Committee has proposed separating the duties of this Committee into two committees (subject to approval at the February 2015 meeting). In the meantime, work has begun for the new restructuring through a Leadership Development Subcommittee whose charge is to provide development opportunities for new SIOs and SIOs new to their institution with additional duties.

We welcome motivated members to join us. The Leadership Development Sub-Committee convenes quarterly (by phone and prior to the annual meeting) with members actively engaged in work between meetings. Please contact Dafina Blacksher Diabate (of the AIEA Secretariat, aiea@duke.edu) or Penelope Pynes (Chair of the Leadership Development Sub-Committee) should you wish to nominate yourself for a three-year term.

2014 Leadership Development Activities:

AIEA members have traditionally had a continuum of mentoring opportunities offered by AIEA.

At one end of the mentoring continuum, members have an opportunity to send a question to the listserv and on the other end of the continuum they can apply to be a Neal Presidential Fellow. This year, building upon the work of the previous Leadership Development Committee, the Senior Advisers Program (approved by the Executive Committee at the February 2013 meeting) has been designed and implemented under the leadership of Paaige K. Turner and Diana Davies. The program, involves experienced members serving as mentors to small groups of new AIEA members seeking guidance. We currently have six Senior Advisers and 23 advisees. Details can be found at: http://www.aieaworld.org/aiea-senior-advisers-program.

Other activities underway include a new SIO Academy to be offered for the first time in 2015.

Subcommittee Members: Penelope Pynes, Chair (University of North Carolina Greensboro), E. Annelli Adams (California State Polytechnic University, Pomona),
LEADERS IN INTERNATIONAL HIGHER EDUCATION

Kati Bell (Dominican University of California), Kline Harrison (Wake Forest University), Meredith McQuaid (University of Minnesota), Joanna Regulska (Rutgers University), and Paagie Turner (Webster University).

Policy Advisory Committee Report

David Fleshler, Chair

The AIEA Policy Advisory Committee (PAC) works on a variety of government and administrative issues related to international higher education. The committee works directly, in conjunction with other international higher educational organizations and through two membership associations. This report will provide a brief overview of our work in the committee and in the two membership associations.

The Policy Advisory Committee is the midst of reformulating its operations. In accordance with the implementation plan for AIEA’s Strategic Plan, beginning in February the Committee will be divided into 3 subcommittees: International and National Advocacy; State, Local and Campus Advocacy; and Advocacy Education. We believe this will make a bigger and more sustained impact on policy as well as provide SIOs with the tools they need to advocate for policies that will benefit their institutions, their state, their country and international higher education. Finally, the PAC will be sponsoring an international higher education advocacy day to be held on the last afternoon of the AIEA Annual Conference – Wednesday, February 18. – and AIEA members are invited to sign up to participate in this opportunity.

AIEA works closely with two organizations in furthering the SIO international education agenda over the last year:

Coalition for International Education: In April, the Coalition co-sponsored a very successful conference on the Internationalization of U.S. Education in the 21st Century (see http://www.wm.edu/offices/revescenter/internationalization/description%20/index.php). The purpose of the conference was “to provide a comprehensive assessment of education’s role in meeting the nation’s global competence needs.” AIEA helped organize the conference in the hope that it will spur a broad conversation about needs, direction, participants and funding of international higher education. A paper outlining conference results should be completed by early in the New Year. In addition, the Coalition met with a number of Department of Education staff persons to be sure that two key international higher education programs - Title VI and Fulbright-Hays – continue to be recognized as important for FY2015 funding and Higher Education Act reauthorization.

Alliance for International Educational and Cultural Exchange: Although no regular appropriations bills have been passed for FY 2015 (Congress passed a continuing resolution funding the government through the elections until December 11), there were encouraging signs that the Alliance’s advocacy continues to be effective. The Senate State-Foreign Operations Appropriations Subcommittee requested $590 million for State Department exchanges, more than the current level of $568 million and the President’s FY15 request of $577.9 million. The House State-Foreign Operations Appropriations Subcommittee voted to flat-fund DOS exchanges for FY 2015, at $568 million—perhaps not a noteworthy outcome during “normal” years, but a good result during these times of sharply declining federal budgets. The Alliance continues advocacy work on behalf of AIEA’s priorities through “roadshows” at the local districts of Congressional offices, “sign-on” letters, and advocacy days.

Members of the PAC, chaired by David Fleshler (Case Western), over the last year include: Nikki Christensen (Arcadia University), Bill Lacy (UC-Davis), Gil Merkx (Duke), Daniel Weiner (University of Connecticut), Handy Williamson (University of Missouri-Colombia), Norm Peterson (Montana State University). The committee looks forward to welcoming new members in 2015 and encourages all AIEA members to become involved in advocacy efforts, institutionally, locally and nationally.
AIEA is pleased to announce the four senior international officers who have been selected as the sixth cohort of AIEA Neal Presidential Fellows for 2014-2015: Sharon Nagy, Vice Provost for Global Engagement at Clemson University; Leigh A. Poole, Director of the International Center and Assistant Professor at Winthrop University; Barbara A. Simmons, the Inaugural Dean for International Education and Associate Professor at William V.S. Tubman University in Liberia, West Africa; and Hong Yang, Vice President for International Affairs at Bryant University.

The AIEA Neal Presidential Fellows Program is a highly prestigious program of mentorship for new senior international officers (SIO). Each Fellow is matched with an experienced SIO who will serve as their Mentor. During the 2014-2015 academic year, each Fellow will spend several days visiting the Mentor’s campus, shadowing the Mentor, and learning about the policies, politics, and procedures of the Mentor’s institution. Throughout the academic year, the Mentor will be available for consultation and advice as requested by the Fellow. 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 who serve as resources throughout one’s career.

The 2014-2015 Mentors bring extensive knowledge, experience, and expertise to the program. The Mentors include William I. Brustein, Vice Provost for Global Strategies and International Affairs and Professor of Sociology, Political Science, and History at The Ohio State University; Nicolette Deville Christensen, President of Arcadia University; Andrew Gillespie, Assistant Provost for International Programs at Auburn University; and Susan Buck Sutton, Senior Advisor for International Initiatives in the Office of the President at Bryn Mawr College.


Sponsored by the US Partnership on Education for Sustainable Development, the Disciplinary Associations Network for Sustainability is an informal network of professional associations working on professional development for association members, educating the public about sustainability, curricula, standards and tenure requirements to reflect sustainability, legislative briefings on what higher education can bring to sustainability related policies, and cross disciplinary projects on education for sustainability. AIEA members are encouraged to consider how to incorporate and integrate sustainable development into internationalization efforts. Below are some resources and upcoming events in this regard:

AIEA members may be interested in sustainability resources for faculty, such as Sustainability Improves Student Learning (http://serc.carleton.edu/sisl/index.html) and InTeGrate: Interdisciplinary Teaching about the Earth for a Sustainable Future (http://serc.carleton.edu/integrate/index.html).

The National Energy Education Summit organized by the Council of Energy Research and Education Leaders (CEREL), will be held on Monday, January 26, 2015, Hyatt Regency Crystal City at the Washington, DC National Airport (www.EnergyEducationSummit.org for more details). The Summit will engage educators at all levels and students to build, improve, and expand energy literacy/education and serve the needs of diverse populations of students and citizens across all disciplines. The Summit will cover what we teach in energy education, how we teach it, how we can collaborate to teach it better, and how we can overcome critical challenges. It is an opportunity to share and learn best practices and to develop partnerships with other educators and organizations. The 15th National Conference and Global Forum on Science, Policy and the Environment: Energy and Climate Change, organized by the National Council for Science and the Environment (NCSE), will be held on January 27-29, 2015, Hyatt Regency Crystal City at the Washington, DC National Airport (www.EnergyandClimateChange.org for details). It will engage over 1,200 key individuals from diverse fields of science, engineering, and other academic disciplines, government and policy, business, and civil society to develop solutions, partnerships, and initiatives.
AIEA 2014-2015 THEMATIC FORUMS

AIEA is pleased to announce three AIEA-sponsored Thematic Forums for the 2014-2015 year. For details on applying to receive a $4000 grant to host a Thematic Forum in 2015-2016, see the AIEA website at www.aieaworld.org.

INTERNATIONALIZING THE UNIVERSITY: GLOBALIZING RESEARCH AND INNOVATION VIA US-EU TRANSATLANTIC COOPERATION

Sponsored by George Mason University and AIEA in collaboration with NCURA, BILAT 2.0 USA, AAAS, and the EU Delegation to the USA

Location: George Mason University
Date: February 19, 2015; 9:30 a.m. – 4:30 p.m.
Cost: Free
Register online by February 12, 2015
Website: http://tinyurl.com/jws8poz

What are opportunities for transatlantic cooperation in regard to research? Many senior international officers (SIOs) and senior research officers (SROs) are unfamiliar with the opportunities presented by bilateral EU and US programs in cross-border research that will advance the global agenda of US research universities. In an increasingly global world, universities are called upon to play a key role in the knowledge-based economy and are challenged to effectively and optimally organize research support for faculty and graduate students in global research environments. However, the complexities of international research administration processes, in particular transatlantic partnerships, may create barriers and prevent universities from participating in these opportunities. The objective of this forum is to demystify the EU research framework and to encourage US universities to develop an institutional-level transatlantic engagement strategy, which will provide a coordinated series of touch points on campus that serve to meet the growing interest in and necessity for improved campus infrastructure for supporting globalized research.

Participants will:
- Explore broader context of science diplomacy (from both US and EU perspectives)
- Explore Horizon 2020 and existing US mechanisms for funding research programs
- Hear US university representatives share their experience in developing sustained research collaborations by working with EU programs and bridging US/EU research & mobility mechanisms
- Take part in hands-on training that will demystify Horizon 2020 through a series of four 45 minute breakout sessions, each targeting a specific Horizon 2020 framework component.

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THE FOUNDATION FOR CAMPUS INTERNATIONALIZATION AT HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)

Hosted by Xavier University of Louisiana’s Center for Intercultural and International Programs

Location: Xavier University of Louisiana, New Orleans, LA
Date: Saturday, March 21, 2015, 9:00 a.m. – 5:00 p.m.

Globalization has become a defining force in the early 21st century, touching every aspect of human endeavor, including higher education. Campus internationalization is higher education’s response to globalization. With the speed at which transformations borne of globalization are occurring in our society, institutions that have not substantially internationalized their campuses run the risk of being marginalized. The risk is especially a concern for Historically Black Colleges and Universities (HBCUs), which cannot afford to be left out of this conversation. Students at HBCUs, just as those at other institutions, need the skills, knowledge and dispositions necessary to negotiate and succeed in a globalized world. Campus internationalization must become a priority for HBCUs so that these institutions graduate students who are competitive in the 21st century.

To this end, The Foundation for Internationalization at Historically Black Colleges and Universities (HBCUs) will clarify the role of the campus senior international officer and engage attendees in discussions about creating teams of campus stakeholders, utilizing campus internationalization assessment tools, and building an institution global engagement plan.

Higher education professionals, globalization specialist, and community leaders with an international perspective are invited to join this discussion. Attendees will be asked, prior to the symposium, to complete The American Council on Education’s “Mapping Internationalization on U.S. Campuses” online assessment tool. During the symposium, participants will also receive a copy of the book, The Senior International Officer (SIO) as Change Agent, by John D. Heyl, Ph.D.

Registration information will be posted on the AIEA Listserv when available.

STRATEGIES FOR INTERNATIONAL STUDENT SUCCESS: RECRUITMENT TO ALUMNI

Hosted by the University of Tennessee and the American International Recruitment Council (AIRC)

Location: Knoxville, TN
Dates: April 8-9, 2015
Website and application will be available in November/December.

Continued, next column
EAIE/AIEA LEADERSHIP ROUNDTABLE REPORT

Excerpt from: The Fear of Failure or Luctor et Emergo
By Eric Zimmerman, Roundtable Participant

Together, the EAIE and the AIEA have in the past run joint leadership roundtables. I had the honor and pleasure to join, for the second time, this interesting group of international practitioners, in Brno, Czech Republic a day before the annual EAIE conference got underway, in September. The theme for the day-long discussion was “The beauty and necessity of failure.”

So, what is failure and what is it not?
- Failure is normal; it is commonplace. It is not unusual. It is a requirement of life, of growth. Building a resilient culture involves recognizing that failure can and will occur, and that in innovation the odds of failure may increase dramatically. And innovative culture prepares to test concepts and learn from mistakes to assure perpetual innovation and improvement.
- Failure is inevitable; we might as well embrace it. How we fail is key. Probably the best-known British entrepreneur of our day, Sir Richard Branson: “Do not be embarrassed by your failures, learn from them and start again.”
- Failure is liberating; the worst has already happened. It drives change; it is a pathway to improvement. Failure is an educational lesson, a tool. One can fail better.
- Failure does not necessarily show weakness. Think to one of the great basketball players. Michael Jordan said: “I can accept failure, everyone fails at something. But I can’t accept not trying.”
- Failure does not necessarily demonstrate lack of intellect; it does not necessarily reveal lack of good judgment.
- Failure does not necessarily show poor planning; it does not necessarily demonstrate bad management.

Eric Zimmerman was a participant in the roundtable, and his entire report is available on the AIEA website (http://www.aieaworld.org/aiea-dialogues)

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.

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://aiea.memberclicks.net/journal-of-studies-in-international-education (login required) and follow the instructions.
The 2015 Annual Conference will be held February 15-18 at the Washington Marriott Wardman Park in Washington, DC.

The theme of this year’s conference is “Leading Global Learning: Envisioning New Paradigms” and is chaired by AIEA President-Elect Jenifer Cushman. Highlights include international plenary speakers Eva Egron-Polak, Secretary-General of the International Association of Universities (IAU); George Siemens, Writer, Theorist, Speaker, Researcher, the “Grandfather of MOOCs;” and Wajarat Ali, co-host of Al Jazeera America’s The Stream. The Presidential Plenary will include a panel of international college presidents, including Sheikh Abdulla Al-Misnad, President of the University of Qatar; Fernando Leon Garcia, President of CETYS University in Mexico; Prins Nevhutalu, Vice-Chancellor of Cape Peninsula University of Technology; and Roseann O’Reilly Runte, President of Carleton University in Ottawa, Canada. Biographies of conference speakers are available at the AIEA website.

Education is irrevocably changing in the early twenty-first century. In today’s world, issues such as environmental sustainability, human population migration, political conflict, and information technologies require thinking beyond national borders to arrive at solutions. As educators and leaders, we must prepare our students to live in today’s diverse, complex world, and to engage successfully in the global marketplace? How can higher education institutions be accountable to local, state, and national governments and accrediting bodies with regard to global learning efforts? Who should be our collaborative partners beyond business and government? What technologies do we anticipate for the future, and how can we as leaders harness emerging technologies for meaningful internationalization? How can we facilitate students’ deeper engagement with global issues and questions in their daily lives? Above all, how do we as educators and leaders anticipate and embrace the challenges of the higher education landscape of the early twenty-first century, and prepare our students to navigate this unfamiliar topography?

Conference details can be found on the AIEA website at www.aieaworld.org. Early registration deadline is December 12, 2014. We invite you to connect over social media by tweeting about the conference using the #AIEA2015 hashtag and will send invitations to access the conference mobile app and LinkedIn group to registered attendees.

Conference Registration Deadlines:

- Early registration deadline: December 12, 2014
- Regular registration deadline: January 22, 2015

The last day for online registration is February 7, 2015

Note: Hotel reservations can only be made directly through the Marriott Wardman Park; AIEA is not using any housing agency.

Details at www.aieaworld.org

ELS: AIEA 2015 Annual Conference Diamond Sponsor
2015 PRE-CONFERENCE WORKSHOPS
(FULL DETAILS CAN BE FOUND ON THE AIEA WEBSITE AT WWW.AIEAWORLD.ORG)
The 2015 AIEA Annual Conference features nine workshops by leaders in international higher education and include the following:

AIEA/IIE Workshop: Implementing Strategic International Partnerships
Sunday, February 15, 8 a.m. - 12 p.m.
This workshop focuses on how to develop strategic and sustainable international partnerships, providing in-depth models from a number of countries around the world. Expert panelists will use their combined wealth of experience building partnerships to provide audience members with practical knowledge, lessons learned, and best practices for collaborating with partners in other countries. The workshop will combine a high-level policy perspective and the working-level practical perspective; the former by including a number of Embassy representatives to discuss their countries’ current priorities and programs, and the latter by including expert practitioners in the field of strategic international partnership building. Presenters: Clare Banks, Institute of International Education; Susan Buck Sutton, Bryn Mawr College; Tim Barnes, University of Illinois at Urbana-Champaign

AIEA/AIRC Workshop: International Student Recruitment for Senior International Officers
Sunday, February 15, 8 a.m. - 12 p.m.
This workshop is targeted at senior international officers who are interested in expanding their knowledge of key aspects of international recruitment. The focus will be on understanding the range of international student recruitment issues in order to develop or refine a strategic recruitment plan for the educational institution. Participants will be given the opportunity to begin to plan a new or revised international student recruitment plan for their institutions. Presenters: David L. Di Maria, Montana State University; Pia Wood, University of Tennessee-Knoxville

AIEA Workshop: Moving to the Center: Increasing the Importance of Global at Your Institution
Sunday, February 15, 1 - 5 p.m.
While most everyone in higher education acknowledges the primary importance of global competencies for our students, few institutions support that priority with primacy of place in strategic planning, funding, and staffing. While many of us are senior international officers, few of us are on the most senior leadership team of our institution. Fortunately, formal power is not the only way to increase the impact and prominence of global initiatives on your campus. In this workshop, we will discuss strategies for increasing your influence. Presenters: Susan Buck Sutton, Bryn Mawr College; Victoria Jones, Seattle University; Jun Liu, Georgia State University

AIEA/Diversity Abroad Workshop: Diversity Leadership in International Education
Sunday, February 15, 1 - 5 p.m.
International education has become an integral part of the higher education landscape. At the same time, the demographics of students enrolling in institutions of higher education have become more diverse. However, diverse and underserved populations continue to be underrepresented in education abroad. As leaders in global learning how do SIO’s incorporate diversity and inclusive good practices into their strategic plans? How do SIO’s collaborate with other campus leaders to ensure all students have equal access to international education opportunities? SIO’s who adapt diversity and inclusive good practices into their operation will lead their units and institutions to excellence in global learning. Presenters: Donna Scarboro, The George Washington University; Andrew Gordon, Diversity Abroad

AIEA/AAC&U Workshop: Leadership for Global Learning: Coalescing Campus Programs
Sunday, February 15, 1 - 5 p.m.
Global learning has gained a new ascendency in higher education matched by widely dispersed, but all too lightly coordinated, academic and co-curricular global and international programming. With growing consensus on the global capacities graduate need, crystallized in the Global Learning Rubric AAC&U developed, it is now possible to bring coherence and connectivity to the proliferating programs. This workshop is designed to help SIOs use their position to help weave advocates for global learning who are rooted in differing sectors to more effectively help students develop the full range of global capacities needed in the workplace and public life. Presenters: Caryn McTighe Musil, AAC&U; Dawn Whitehead, AAC&U

AIEA Workshop: Leadership for Global Learning: The Mandate, the Messiness
Monday, February 16, 8 a.m. - 12 p.m.
Assuming a role of transformative leadership on campus is both a mandate for international educators and somewhat of a headache. While others urge you to take a stand, roadblocks consistently interfere. This workshop will examine forces that compel change as well as those that preclude it, frameworks for conceptualizing intercultural development, processes for collaboration between diversity and global learning offices, and principles that guide the culturally responsive campus. Presenter: Janet Bennett, Intercultural Communication Institute

Continued on next page
AIEA/EducationUSA Workshop: Engagement with the Global South: Strategy and Considerations for SIOs

Monday, February 16, 8 a.m. - 12 p.m.

Presenters will explore strategies for engagement with the Global South to ensure that interactions and knowledge transfers are mutually beneficial, not driven solely by the northern partner, and are respectful of cultural contexts. The presenters will share concrete examples and best practices, incorporating U.S. and non-U.S. perspectives, for cooperation with the Global South to make the interaction a “two-way street.” Take-aways will include resources for faculty and staff, and strategic planning and visioning for SIOs. Presenters: Christopher Medalis, EducationUSA; Rosie Edmond, EducationUSA

AIEA/NADOHE Workshop: Educating Students for a Global Society: The Value of CDO-SIO Collaborations

Monday, February 16, 8 a.m. - 12 p.m.

This presentation will provide a snapshot of the kind of US and international diversity that most institutions of higher education are experiencing. It will also explore the role of CDOs and SIOs and how the intersectionality of these roles can be a transformative resource for the strategic leadership efforts of each. Participants will be asked to brainstorm ways that CDOs and SIOs can collaborate to advance global learning and develop a plan that can be implemented on their campuses. Presenters: Marilyn Sanders Mobley, Case Western Reserve University; Josephine “Jozi” De Leon, University of New Mexico

AIEA/COIL Workshop: Developing Leadership in the Implementation of COIL Internationalization Initiatives

Monday, February 16, 8 a.m. - 12:00 p.m.

Collaborative Online International Learning (COIL) is a relatively new model for embedding meaningful international engagements in the curriculum, and in some cases, for linking these engagements to short-term study abroad experiences. The COIL Center’s director and assistant director, working with an SIO engaged in the institutional development of COIL, will present the COIL model in some detail and will discuss how this model can be implemented on your campus in concert with your international partners. During the workshop, participants will break into groups to explore developmental milestones that can be applied at their universities and will have the opportunity to plan and evaluate their path forward, based on a rubric for COIL Institutional Leadership which the COIL Center has recently developed. Presenters: Jon Rubin, SUNY Center for Collaborative Online International Learning; Natalia Dyba, University of Washington-Bothell; Keiko Ikeda, Kansai University

THE STUDENT AND EXCHANGE VISITOR PROGRAM AND THE ACADEMIC COMMUNITY: A PARTNERSHIP TO PROTECT NATIONAL SECURITY

Contributed by SEVP

The international student community in the United States is vast. On average, one million international students (F and M visa holders) pursue academic or vocational studies in the United States each school term. Additionally, nearly 9,000 schools and programs are certified by the Student and Exchange Visitor Program (SEVP) to enroll international students.

SEVP, part of U.S. Immigration and Customs Enforcement’s Homeland Security Investigations, ensures only legitimate international students and exchange visitors gain entry into the United States. The program also certifies educational institutions to enroll international students and monitors them for compliance with federal rules and regulations.

In order to keep our country’s vibrant international student community in place, U.S. schools must stay up-to-date on rules and regulations governing the international student process. Throughout the year, SEVP will reach out to stakeholders when crafting policy guidance on a variety of topics ranging from ESL pathways programs to employment. Your input is important. It shapes final policy guidance used by SEVP adjudicators when they review schools for compliance with rules and regulations. Visit Study in the States to learn more about SEVP’s policy guidance and feedback opportunities.

Study in the States is a Department of Homeland Security website and it plays an integral role in supporting SEVP’s robust outreach efforts to connect with the academic community. Our outreach enhances the program’s mission to make the United States a premier destination for international students, while protecting national security. Learn more about SEVP at ICE.gov/sevp.

Have questions? Contact the SEVP Response Center by email at sevp@ice.dhs.gov or call 703 603 3400 between 7 a.m. and 5 p.m. ET. Be sure to stay up-to-date via social media on Twitter and Facebook.
A FAILURE TO CAPITALIZE ON GLOBALIZATION

AIEA President Harvey Charles and AIEA Executive Director Darla Deardorff published an article in June, 2014 on the Chronicle of Higher Education’s website. The following is an excerpt from "A Failure to Capitalize on Globalization," a charge to university presidents.

Globalization is one of the most dominant forces facing higher education in the 21st century. Many colleges have responded to it with plans to internationalize their campuses and academic programs. Yet all too often, college presidents fail to harness the huge potential globalization affords. That failure is most frequently reflected in a severely limited understanding of what campus internationalization involves; it is further exacerbated by less-than-ideal decisions regarding those hired or promoted to provide leadership in this area. Ignoring the reality and opportunities of globalization, particularly in an increasingly competitive higher-education environment, is a recipe for marginalization and ultimately irrelevance, which college leaders cannot afford.

It is a long-running myth in higher education that enrolling international students and sending students to study abroad represent significant campus internationalization. While these activities are important, the focus on student mobility is only one among a number of elements that make an institution truly international. Other pieces, according to the American Council on Education, include a commitment to global work in mission, vision statements, and strategic goals; administrative structure and staffing to support such efforts; relevant curriculum; faculty policies and practices; and institutional collaboration and partnerships. In effect, managing all of these elements together in a coordinated, comprehensive, and strategic manner is what colleges and universities should be doing to meet their international commitments.

All of this progress requires capable, knowledgeable, and committed administrators to coordinate the complexities of campus internationalization, a task that clearly goes far beyond student mobility. College leaders who understand the value senior international officers bring to the realization of their strategic goals are well on their way to harnessing the advantages of globalization. What remains to be determined is whether presidents grasp the global opportunities at hand sufficiently to create the campus infrastructure necessary to support such work, and whether they will pursue the best individuals to provide such leadership.

IUNC NORTH AMERICA 2015

IUNC North America 2015 is a one-of-a-kind opportunity to meet up to 150 universities under one roof and conduct up to 30 prescheduled one-to-one meetings. The main aim of the conference is to set up cooperation between universities of USA, Canada and institutions from all over the world.

On February 11-13, 2015 universities, colleges, languages schools and educational service providers from around the globe will gather in Washington, D.C., USA, to enjoy 2 days of practical insight into global HE and networking with like-minded professionals. The extensive workshop program of the conference offers in-depth insight into global HE and will help you keep abreast of the latest international education trends. Participation in IUNC North America will help you to establish closer ties with universities worldwide, enhance the quality and reputation of your universities and colleges, build enrollment capacity for native students, integrate international perspectives into the activities and learning of students and faculty, create a stronger set of support services for international students and broaden the opportunity for international collaborations. Learn more and register at http://iunc.net/.

ACE/AIEA INTERNATIONALIZATION COLLABORATIVE

GLOBAL COMPETENCE, LOCAL CHALLENGES: BUILDING AN INTERNATIONAL CURRICULUM FOR EVERYONE

February 14, 2015 8:00 A.M.

The goal of the 2015 ACE/AIEA Internationalization Collaborative is to help leaders broaden and strengthen the international curriculum on their campuses. In order to increase the proportion of students who graduate with an international experience, institutions must address a number of organizational and demographic challenges.

Designed to complement the themes of the AIEA Annual Conference, our agenda will emphasize the perspective of senior leadership and their approach to internationalization. We will learn how presidents and provosts set institutional goals, how and when they decide to include international learning objectives when they set these goals, and how they design the processes and policies that lead to changes in the curriculum.

To register for the ACE/AIEA Internationalization Collaborative, please visit http://www.acenet.edu/events/Pages/ACE-AIEA-Internationalization-Collaborative.aspx

Co-sponsored by the American Council on Education (ACE) and AIEA.
MEMBERS IN THE NEWS

Members in the News is a feature on the AIEA website (www.aieaworld.org) that highlights AIEA members’ contributions in the larger field of international education. Email aiea@duke.edu with information about AIEA members (in the media, accomplishments, authored books, etc). We encourage members to email aiea@duke.edu to let us know if you have a recent contribution to the field that AIEA can highlight using social media and the website. Below is an excerpt from recent Members in the News:

Congratulations to AIEA members Fanta Aw, Yenbo Wu, Joël Gallegos, Anita Gaines, Amanda Kelso, David Di Maria, and Douglas Palmer for leadership positions on the NAFSA 2014 national slate.

AIEA member Hans-Georg van Liempd quoted in The Pie News article "EAIE Conference looks at next steps in internationalization."

AIEA Past President John Hudzik was awarded the 2014 Award for Transatlantic Leadership at the EAIE Conference.

Congratulations to AIEA Institutional Member Deakin University, recipient of the Premier’s Award and Excellence in International Education Award from VIEA. The Victorian International Education Awards (VIEA) recognizes outstanding achievement and excellence in international education in Victoria (Australia).

AIEA Past President Susan B. Sutton and Elizabeth E. Lyons of the U.S. Department of State have posted a report to discuss international science, technology, engineering and mathematics (STEM) engagement by U.S. higher education institutions (HEI) and the potential implications of such engagement for U.S. science diplomacy. This paper is available on the AIEA website: Unintentional Diplomats: International Science Engagement and Science Diplomacy by U.S. Higher Education Institutions.

AIEA member and former AIEA President John D. Heyl authored the chapter "Globalization and the U.S. University: Reactions, Trends and a Teachable Moment" in Building Cultural Community through Global Educational Leadership, edited by Sandra Harris and Jason Mixon (Lamar University) (NCPEA Publications).

AIEA Past Board Member Mitch Leventhal was an invited speaker at the Annual Conference of the National Association of College & University Attorneys and a plenary speaker at the annual convention of the British Universities International Liaison Association.

AIEA Member Rahul Choudaha mentions article by AIEA President Harvey Charles and AIEA Executive Director Darla Deardorff in HE internationalisation – What gets measured, gets funded at University World News.

AIEA expresses SINCERE THANKS TO OUTGOING BOARD MEMBERS

AIEA wishes to thank David Fleshler, Andy Gillespie, Jennie Lang, and Gil Latz, as outgoing members of the AIEA Board, for their dedication and service to the Association. AIEA also wishes to thank Christa Olson, whose term on the Board is scheduled to end in February of 2015, but who agreed to stay on the Board an extra year to head the Strategic Issues Committee at the request of President Harvey Charles. AIEA relies on the active leadership of its members to accomplish the work of the association and expresses sincere appreciation for their efforts.

AIEA WANTS TO HEAR FROM YOU!

Do you have ideas and suggestions as to how AIEA can meet your needs in the field? Help you develop professionally? Provide the resources you need? Want to get more actively involved in the work of AIEA? Then we want to hear from you! Email aiea@duke.edu today!

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AIEA
Leaders in International Higher Education

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The Association of International Education Administrators is the professional organization for leaders in international education.