MESSAGE FROM THE PRESIDENT
Penelope “Nell” Pynes

It’s hard to believe we are much closer to our upcoming conference than we are to our last conference. It has been a busy and productive time for AIEA since our conference in February. As international higher education leaders, we know our work is more crucial than ever as globally we are experiencing counter trends to an open and interdependent world. In the spring I challenged us all to take this moment in time to “reflect, reframe and recommit” to the critical work we do together as professionals around the world. Although we continue (and will continue) to see changes in the international higher education landscape, I hope that we are ready to tackle the very real challenges of our day. As we engage in our mandates to internationalize our institutions, let’s be mindful of the potential to transform not only our campuses, but also our communities.

I am honored to serve as president at this time and to be surrounded by colleagues and friends who share their expertise so openly in service to the international field and more broadly to higher education in general. With AIEA’s move to independence complete and the strategic planning retreat behind us, we are looking forward to the exciting possibilities the future holds for us as an association. It is thrilling to see the progress we are making as an organization that prides itself on its peer learning, and I can’t wait to see how the strategic planning takes shapes through implementation in the years ahead. Perhaps it is an opportune time to consider how you can get more involved in AIEA.

I am looking forward to seeing many of you at the Conference in San Francisco, and I thank Cheryl Matherly for her leadership in planning the conference. I know she appreciates all the contributions to the conference planning thus far. Thanks to all the committee and taskforce members and chairs who do much of the heavy lifting for us all throughout the year to provide leadership for the high-quality service and training opportunities we have all come to expect. On behalf of the presidential stream, I’d like to take the opportunity to thank, in particular, the Secretariat, led so ably by Darla Deardorff, for their indispensable support of all our initiatives.

Here’s to a successful year—and see you in San Francisco!

TRANSITION UPDATE

From 2004-2018, the Association of International Education Administrators (AIEA) was hosted by Duke University in Durham, North Carolina. Already an independent non-profit organization since 1982, AIEA was able to have its offices hosted on Duke’s campus during these nearly 14 years. In 2017, Duke University and AIEA amicably decided that AIEA could best serve its members and continue to grow and develop by no longer being on Duke’s campus. During 2017-2018, the AIEA Secretariat oversaw the transition of AIEA into a fully separate entity while maintaining the regular programs and services of AIEA, which was an extraordinary feat. (See Secretariat Report for details.) This transition away from Duke University meant working with numerous consultants in setting up separate HR and legal structures and policies; locating, furnishing, and moving to new office space (just off of Duke’s campus); transitioning and setting up new IT structures for the organization; and much more. As of July 1, 2018, the transition was completed. Many thanks to the AIEA leadership, including the Transition Advisory Taskforce, for their support during the transition period of the last year, and to the AIEA staff for their perseverance through the transition.

Please note AIEA’s new coordinates:
Association of International Education Administrators
811 Ninth Street, Suite 215
Durham NC 27705
1-919-893-4980 • info@aieaworld.org

INSIDE THIS ISSUE

2017-18 Secretariat Report ........................................ 2-3
EDUCATION 2030 ........................................ 3
2018 AIEA Conference Summary ............................ 3
2019 AIEA Annual Conference .............................. 4
2019 Pre-Conference Workshops ............................ 4
Committee Reports .............................................. 5-7
SIO Academy: AIEA Leadership Academy for New Senior International Officers .................. 8
New AIEA Strategic Plan Under Development ........ 8
AIEA Presidential Fellows 2018-19 ............................ 9
ACE/AIEA Internationalization Collaborative .......... 9
2018 Awards ..................................................... 10
AIEA Senior International Officer Profile Survey ....... 10-11
AIEA Senior Advisers Program: Advisor Cohort Convenes Campus Meeting ......................... 11
AIEA Thematic Forums ....................................... 12-13
Book Review .................................................... 14
2018 Fall Board Meeting ....................................... 14
AIEA Welcomes New Board Members ................. 15
Members in the News .......................................... 16
Welcome New Staff ............................................ 16
The AIEA Secretariat continues to provide major oversight and administrative support for the committees, boards, and professional development programs of AIEA (Presidential Fellows, the Senior Adviser program, Thematic Forums, dialogues), coordinate and organize the annual conference; as well as maintain all daily operations (communications, membership, finances, administration) for the organization through four staff members: Executive Director Dr. Darla K. Deardorff; Acting Associate Director Katy Rosenbaum; Acting Assistant Director, Programs and Communications, Mel Simmons; AIEA’s new Office Assistant, Daniel Lawrence and International Education Intern Sonali Kathuria. Associate Director Dr. Dafina Diabate is on an unpaid leave of absence as an IIE Ambassador in Ethiopia during the 2018-19 school year. Here are some of the areas of involvement of the AIEA Secretariat:

- **2018 Conference:** The 2018 AIEA Annual Conference was held in Washington, D.C. and chaired by Dr. Penelope Pynes. With 265 presenters, 82 sessions, 38 roundtable discussions, and nine 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 181 respondents on the post conference evaluation.

- **Membership:** With 804 total members by the end of the 2017-2018 membership year on June 30, 2018, AIEA continues to serve leaders in international education from more than 29 countries. AIEA staff are integrally involved in facilitating and supporting the annual membership process for these leaders.  

- **Strategic Planning:** The Secretariat supported the Strategic Planning Taskforce through obtaining the services of an associational consultant and coordinating a two-day Strategic Planning Retreat in August 2018 in Durham, NC.

- **AIEA Leadership Academy:** AIEA was pleased to offer the fourth annual AIEA Leadership Academy for New SIOs at Duke University in May 2018, organized by the AIEA Secretariat under guidance of Academy Faculty Harvey Charles, Riall Nolan, Nell Pynes, and Pia Wood. There were 14 participants from three countries, and all participants indicated that the Academy was “outstanding” on their evaluations.

- **Partnerships:** AIEA continues to be an active member of the Network of International Education Associations (NIEA), participating virtually in the 2nd Global Dialogue in Mexico in 2017 with representation by the AIEA President Hilary Kahn and Executive Director Darla Deardorff. AIEA maintains partnerships with other sister organizations including American Council on Education (ACE), Association of American Colleges & Universities (AAC&U), the European Association of International Educators (EAIE) and the International Association of Universities (IAU).

- **Global Visibility:** Executive Director Darla Deardorff provided global visibility to AIEA through invited talks and presentations at numerous venues in 2017-2018 (most at no or little expense to AIEA) including the UNESCO Conference in Ottawa; Symbiosis Conference in Pune, India; OECD Education 2030 meetings in Lisbon and Paris (see page 3); Cambodia Ministry of Education workshops; as the keynote speaker at the 2017 ANIE Conference in Kigali, Rwanda; faculty at Harvard’s Global Education Think Tank, and invited talk at an ERASMUS+ project in Hangzhou, China; an invited workshop at the BCCIE Conference in Vancouver, Canada in 2018; and US Department of State-sponsored workshops at the REIES Conference in Quito, Ecuador in 2018. She represented AIEA at a November 2017 meeting co-sponsored with SUNY in New York City on refugees and at-risk migrant students in higher education. Deardorff was also selected for a Fulbright Senior Specialist award to Japan in 2018. 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 2017.

- **New Publication:** With Stylus, AIEA co-published Leading Internationalization: A Handbook for International Education Leaders (2018), edited by Darla K. Deardorff and Harvey Charles (AIEA Past President). This handbook serves as the textbook for the AIEA Leadership Academy. The book is available through Amazon.com and all royalties go to AIEA.

- **Presidential Fellows:** AIEA completed the ninth cohort of AIEA Presidential Fellows and launched the tenth cohort of Fellows. (See article in this newsletter)

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

- **Thematic Forum Program:** AIEA supported the Thematic Forum program with a record six Forums during the 2017-2018 year and awarded two Forums for the 2018-2019 year. Reports can be found online at http://www.aieaworld.org/past-forums.

- **AIEA Board Meetings:** The Board met twice, including an in-person meeting in February at the AIEA Annual Conference, and in August in Durham, North Carolina. The Secretariat actively supported these meetings.

- **Newsletter:** The Secretariat published one online newsletter available on the AIEA
Secretariat Report, continued

website (www.aieaworld.org).

• Publication: AIEA Secretariat is overseeing the publishing of 2nd edition of The SIO as Change Agent, co-authored by John Heyl (AIEA Past President) and Fiona Hunter (EAIE Past President). All royalties go to AIEA.

• Publication: AIEA Secretariat is supporting the 2nd edition of The Sage Handbook of International Higher Education edited by Deardorff, de Wit, Leask, and Charles (to be published by Stylus). All royalties go to AIEA.

• 2019 Conference: Members of the Secretariat staff traveled to San Francisco in July 2018 to visit the 2019 Conference location and meet with potential host institutions. Much staff time goes into coordinating the annual conference each year, especially with the new location of San Francisco for 2019. (See article in this newsletter).

• Transition: In addition to maintaining the regular programs and services of AIEA, the Secretariat oversaw all facets of the transition of AIEA into a fully separate entity during 2017-18, with the complete separation from Duke University occurring on July 1, 2018. (See page 1 for “Transition Update”)

• Social Media: 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.

• Exhibitor and Sponsor Program: AIEA appreciates the sponsors and exhibitors whose generous support contributes to the success of the annual conference. The Secretariat coordinates the exhibitor and sponsor program each year.

• Member Leaders and Volunteers: 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.

EDUCATION 2030

AIEA’s Executive Director Darla K. Deardorff was invited to be part of the Education 2030 Project of the Organization of Economic Cooperation and Development (OECD), and as such, has been providing global visibility for AIEA through her active involvement on a number of working committees. Education 2030 “aims to help countries find answers to what knowledge, skills, attitudes and values are needed for today’s students to thrive and shape their world, as well as how instructional systems can effectively develop them.” At the core of Education 2030 is individual and societal well-being. Agency – of both students and teachers – plays a key role in education of the future. Those involved in the deliberations of Education 2030 have developed a Learning Compass which provides a vision and foundational principles that can guide educational institutions and systems in the future. For more on Education 2030, go to http://www.oecd.org/education/2030/.

2018 AIEA CONFERENCE SUMMARY

With a theme of “The Internationalization Imperative in Turbulent Times” the 36th annual 2018 AIEA Conference was held February 18-21 in Washington, D.C. Chaired by Dr. Penelope Pynes of University of North Carolina at Greensboro, the conference was attended by nearly 900 participants from 46 countries, with the largest representation from the U.S., Canada, the United Kingdom, Japan and Nigeria. International education leaders gathered to engage in peer learning on topics such as international strategic partnerships, global learning, international student recruitment and enrollment, international education’s response to rising populism, making a case internally and externally for comprehensive internationalization, and more.

There were numerous conference highlights cited by participants, including networking opportunities, high-quality sessions, rich roundtable discussions, and all three plenary speakers. Wednesday’s Plenary Luncheon was the highest rated 2018 conference event on the post conference evaluation, with Nobel Peace Prize Laureate Leymah Gbowee delivering a compelling speech that challenged participants to think about what international education is doing for students through societal transformation. She questioned the sanitization of education abroad and called for participants to be radical in their approach to learning. One participant said “The Wednesday Plenary Luncheon was so inspiring, and full of truth.”

Deep appreciation is expressed to all those who made the conference possible, including AIEA Conference Chair Penelope Pynes, the AIEA Conference Committee, all of our extraordinary presenters, volunteers, AIEA staff and interns and the local host institutions of University of Maryland, Baltimore County and University of Maryland, College Park. Appreciation also goes to conference sponsors and exhibitors for their support of this conference.

For links to news articles about the conference, as well as the conference materials, go to the AIEA webpage (www.aieaworld.org). This page includes links to session materials, photo albums from the event, as well as other summary information. Appreciation is expressed to those who shared their presentations and/ or links with AIEA, as well as those who tweeted during the conference.
2019 AIEA Annual Conference

The 2019 Annual Conference will be held January 20-23 in San Francisco, California. The theme of this year’s conference is “What’s Next? Possibilities and Probabilities in the Future of International Higher Education” and is chaired by AIEA President-Elect Cheryl Matherly. The conference promises to be a rich networking and learning opportunity for those who attend from around the world. A record number of session proposals were submitted, and session topics include international student recruitment, strategic international partnerships, the role of the Senior International Officer, trends effecting the future of international higher education, and more.

Highlights include plenary speakers Arun Gandhi, Esther Wojcicki and Rafael Bras. Opening plenary speaker Esther Wojcicki is a renowned American educator, journalist and author who is a Distinguished Visiting Scholar at MediaX at Stanford and is the founder of the Palo Alto High School Media Arts Program – one of the top programs for journalism in the nation. Rafael Bras, the Association Breakfast speaker, is Provost and Executive Vice President for Academic Affairs at the Georgia Institute of Technology and has written about the future of higher education. Arun Gandhi, the closing keynote speaker, is the grandson of “Mahatma” Gandhi, founder of the M.K. Gandhi Institute for Nonviolence, and the Founding President of the Gandhi Worldwide Education Institute. An international bestselling author, Arun Gandhi travels the world as a Peace Farmer, planting seeds of peace and spreading the message “Be the change you wish to see.”

Another feature of the conference is over 100 roundtable and panel sessions which address the conference theme of “What’s Next? Possibilities and Probabilities in the Future of International Higher Education” and the following subthemes:

- SIOs as Strategists
- SIOs as Innovators
- SIOs as Institutional Disrupters
- SIOs as Educators
- SIOs as Ethical Leaders

2019 Pre-Conference Workshops

AIEA is pleased to offer nine pre-conference workshops at the 2019 Annual Conference.

Note: See website for further details

AIEA/IIE Workshop: Developing an Institutional Partnership Strategy
Chair: Clare Overmann
Presenters: Susan Buck Sutton, Tim Barnes
Sunday, January 20, 2019
8:00 AM – 5:00 PM

Confronting Gender Bias and the Challenges Faced by Women Leaders in International Education
Chair: Helen Gaudette
Presenter: Joanna Regulska
Sunday, January 20, 2019
8:00 AM - 12:00 PM

SIOs and Media Relations: Techniques and Training
Chair: Shelley Stephenson
Presenters: Malene Torp, Rick Lee
Sunday, January 20, 2019
8:00 AM - 12:00 PM

Global Citizenship Education in Higher Education
Chair: William Gaudelli
Sunday, January 20, 2019
1:00 PM - 5:00 PM

SIO 101: Figuring out How to Succeed as a New SIO
Chair: Harvey Charles
Presenter: Pia Wood
Sunday, January 20, 2019
1:00 PM - 5:00 PM

Future of International Higher Education

Design Thinking & Higher Education: An Introduction
Chair: Rachel Dzombak
Presenter: Sara Beckman
Monday, January 21, 2019
8:00 AM - 12:00 PM

Strategic International Student Recruitment with Best ROI: Leveraging 2+2 Pathways
Chair: Zepur Solakian
Monday, January 21, 2019
8:00 AM - 12:00 PM

What SIOs Should Know: Impact of Recent Changes in US-China Relations
Chair: Jun Li
Presenters: Yenbo Wu, Bailian Li
Monday, January 21, 2019
8:00 AM - 12:00 PM
Committee Reports

Editorial Committee Report

The goal of the Editorial Committee 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 SIOs 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.

Recent publications available on the AIEA website include:

*Expanding Portfolios in International Programs: Non-Credit Experiences Abroad* by Marcia Henisz, Drexel University; Sean Gordon, University of Massachusetts Amherst; and Kalpen Trivedi, University of Massachusetts Amherst

*Global Education for All?* By Niklaus Steiner, University of North Carolina at Chapel Hill; and Charles Kurzman, University of North Carolina at Chapel Hill

Harvey Charles, University at Albany SUNY, and Darla K. Deardorff, AIEA, have co-edited a new book titled: *Leading Internationalization: A Practical 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. The book features the new Standards of Professional Practice from AIEA.

John Heyl and Fiona Hunter have authored an update to the 2007 publication, *SIO as Change Agent*. We expect this publication to be available in 2019. And AIEA’s landmark publication, *The Sage Handbook of International Higher Education*, is being updated by co-editors Darla Deardorff, Hans de Wit, Betty Leask, and Harvey Charles.

**Chair:** Amir Reza (Babson College)

**Vice-Chair:** Douglas Proctor (University College Dublin)

**Members:** Roger Adkins (Gustavus Adolphus College), Funwi Ayinjinjam (Georgia Gwinnett College), David L. Di Maria (University of Maryland, Baltimore County), Adel El Zaim (The University of Ottawa), Binbin Jiang (Kennesaw State University), Wolfgang Schloer (Georgia State University), and Teresa Wise (University of Alabama).

Leadership Development Committee

Over the past year, the Leadership Development Committee (LDC) has focused on the new AIEA Standards of Professional Practice ([http://www.aieaworld.org/standards-of-professional-practice](http://www.aieaworld.org/standards-of-professional-practice)) and will continue to do so over the next two years as well. The Standards are organized into four areas: internationalization, expertise, leadership and management, advocacy, and personal effectiveness. In 2018, through publications and conference sessions, we focused on Standard Eight (professional development with an emphasis on gender equity) and Standard Nine (communication with external stakeholders). Conference sessions in 2019 reflect this emphasis. Specifically, each of two pre-conference workshops at the 2019 annual conference are focused respectively on Standard Eight (“Confronting Gender Bias and the Challenges Faced by Women leaders in International Education”) and Standard Nine (“SIOs and Media Relations: Techniques and Training”).

The 2018-19 Senior Advisers Program proved to be another success for advisers and advisees. There were five groups, with one senior adviser and 2-3 advisees in each group. Conference calls and individual conversations, as well as a shared campus visit in the case of one group, linked new and experienced SIOs for mutual benefit. Applications for the next cohort were closed in late October; the new group will meet one another at the annual conference in January.

Finally, in 2019, a new chair of LDC will lead the committee forward. Meredith McQuaid (University of Minnesota) will rotate out of this position after having served three years. Meredith expressed her deep appreciation for the commitment of the past and continuing members and their work on this important committee.

**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)

**Members:** Gian Mario Besana (DePaul University), Jane Kucko (University of Tulsa), Anthony Pinder (Emerson College), Marlene Torp (DIS - Study Abroad in Scandinavia), Shelley Stephenson (Arizona State University), and Hong Yang (Bryant University).

Membership Committee Report

This year, the membership committee is focused less on driving membership numbers and more on considering the way in which AIEA membership is structured. The committee has solicited feedback from members about what they value about the current membership structure, as well as suggestions for improvement. The committee has also benchmarked membership structures with other organizations. The next step is to generate alternative membership structures, evaluate each, and make a proposal for change or advocate for the structure to continue as it is. Members of the committee invite opinions of the membership about these issues. Please feel free to contact anyone on the membership committee and share your thoughts.
AIEA MEMBERSHIP NUMBERS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Institutional</strong></td>
<td>256</td>
<td>270</td>
<td>275</td>
<td>279</td>
<td>334</td>
<td>376</td>
<td>425</td>
<td>439</td>
<td>464</td>
<td>451</td>
<td>425</td>
</tr>
<tr>
<td>Dec</td>
<td>40</td>
<td>42</td>
<td>48</td>
<td>46</td>
<td>88</td>
<td>66</td>
<td>61</td>
<td>69</td>
<td>78</td>
<td>67</td>
<td>65</td>
</tr>
<tr>
<td><strong>Organizational</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td>118</td>
<td>138</td>
<td>139</td>
<td>172</td>
<td>287</td>
<td>305</td>
<td>316</td>
<td>333</td>
<td>434</td>
<td>334</td>
<td>296</td>
</tr>
<tr>
<td>Dec</td>
<td>9</td>
<td>8</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>7</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Individual/Associate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>11</td>
<td>15</td>
<td>18</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td><strong>Retiree</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td>428</td>
<td>460</td>
<td>472</td>
<td>506</td>
<td>719</td>
<td>759</td>
<td>818</td>
<td>860</td>
<td>1001</td>
<td>871</td>
<td>804</td>
</tr>
</tbody>
</table>

Note: In 2016, AIEA membership transitioned from a calendar-year to an academic-year cycle. 2018 was a transition year for AIEA.

Policy Advisory Committee
The Policy Advisory Committee has engaged in a broad range of advocacy activities over the past year. Working with AIEA’s Executive Leadership and Presidential Stream, the committee has taken important steps towards diversifying AIEA’s advocacy portfolio, bolstering core advocacy interests, and working with diverse organizations to further the collective interests of membership.

AIEA played a role in the successful defense of federal funding for critical international education infrastructure through the various Title VI and Fulbright-Hays programs authorized under the Higher Education Act. Working with institutional colleagues comprising the Coalition for International Education, AIEA co-sponsored a large conference in mid-March, coinciding with Hill visits. The event was well-attended by legislative staff, and the overall lobbying effort helped preserve funding at steady levels for Title VI programs.

We are cautiously optimistic that we have weathered a threat that could have eliminated these programs altogether, never to return. This was a major victory, for as late as February 2018 congressional support for these programs was fragmented and the Administration’s proposal of zeroing out the budget painted a bleak picture for funding prospects. The Coalition’s nimble and strategic lobbying efforts succeeded in preserving funding levels. ED staff ran grant competitions over the summer, and successful 2018-2021 awards were posted (https://www2.ed.gov/programs/iegpsnrcawards.html).

Changes in federal immigration policy and enforcement procedures have presented vexing new challenges to the IE community, and the committee has been active in addressing them, with partner organizations, through the Alliance for International Exchange. The Administration’s use of Executive Orders to restrict immigration, rather than legislative measures, has made traditional forms of advocacy very difficult in the current political environment. At this writing the upcoming midterm elections have yet to take place. The outcome could well change the calculus for advocacy work moving forward, and the committee will continue to identify opportunities to advance the interests of our community.

Issues relating to migration and refugees, tensions arising from foreign policy and trade policy, climate change and, especially, academic relationships with China, are of particular concern moving forward.

Overall, while many challenges remain, the IE community at the end of calendar year 2018 is on a much better footing overall than was the case in January/February 2018.

Chair: Thomas Bogenschild (University of Oregon)
Vice-Chair: Paulo Zagalo-Melo (Western Michigan University)
Vice-Chair: Lisa Lancia (Fordham University)

Members: Sherif Barsoum (New York University), Mimi Barnard (Belmont University), Petra Hejnova (Syracuse University), William Lacy (UC Davis), Ling Lebeau (Western Carolina University), Torian Lee (Independent Consultant), Gilbert Merkx (Duke University), Terence Miller (Marquette University), Sylvester Osagie (Penn State University), Jennifer Robertson (Valencia College), JR Swanegan (Stetson University), Peter Vanderwater (Institute for International Education), and Daniel Weiner (University of Connecticut).
Strategic Issues Committee Report

AIEA’s Strategic Issues Committee is charged with surveying the membership, determining the key strategic issues facing SIOs, and recommending sessions and other approaches to manage these issues. In 2017, the committee published “Strategic Issues: Summary, Analysis, and Priorities Facing International Leadership in International Education Today,” which summarized responses to surveys and interviews conducted over a two-year period, offered a framework of strategic issues, and identified priorities facing SIO’s (available on the AIEA web site).

During the 2018 AIEA Conference in D.C., over forty people attended the Strategic Issues Roundtable, “Delving Into the Strategic Issues of our Day,” and the vibrant discussion coalesced around the idea that there was a need and an interest in designing a symposium that would focus on emerging issues in international education, in addition to current issues. In response, a subcommittee was formed and charged with designing a symposium that would consider emerging trends, “Megatrends,” that SIO’s should anticipate. The committee submitted a proposal to offer a “Deep Dive Symposium” that is designed to offer an opportunity to explore this topic. Western Kentucky University is pleased to be selected to host the AIEA Thematic Forum entitled: Exploring Megatrends in Global Higher Education on March 7-9, 2019. (See more details on page 12)

The committee also submitted a workshop proposal for the AIEA 2020 conference titled “The Global Strategic Framework: A Tool to be Intentionally Global Through Internationalization”. This framework was used by the committee as an organizational tool to summarize and prioritize strategic issues during the past two years.

It has been an honor to chair this committee during the past three years!

Chair: Susan Bender (Independent Consultant)
Vice Chair: Lorna Jean Edmonds (Ohio University)
Members: Vinita Bahri-Mehra (Kegler Brown Hill + Ritter), Marcellus Caldas (Kansas State University), Imara Dawson (University of Michigan), Ryan Griffith (University of the Pacific), Mariella Hernandez (Universidad del Pacifico), Joe Potts (University of Kansas), and John Sunnygard (Western Kentucky University).
SIO ACADEMY
AIEA LEADERSHIP
Academy for New Senior International Officers

The Association of International Education Administrators held its fourth 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 April 30 - May 4, 2018. This training program is designed for administrators in the first five years of their current appointment.

Academy participants 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:

"I found the experience and opportunity most relevant and beneficial to navigating my roles in my current position. It was a defining process in terms of some primary challenges; however, the vast amount of literature and deep learning is what I take back to broadly empower my division and positioning myself in the domain of internationalization in higher education.

"The richness of the sessions, interactions with fellow participants, and the incredible generosity of the academy faculty was amazing. I do think this is the best professional development opportunity I have been part of. All details were carefully thought and the amount of care and resourcing was beyond expectation. I would and will recommend this to any new SIO I know."

"This has been a watershed experience for me, filled with learning, collegiality, generosity, and insight. I come away with true gratitude for this opportunity and for the evident ways it can and will extend. Thank you for selecting me, and with me such a vibrant cohort! Looking forward with joy."

2018 Faculty and Speakers: Harvey Charles, Darla K. Deardorff, Gil Merkx, Riall Nolan, Penelope Pynes, Pia Wood

2018 Participants (from three countries) included: Linda Beck, Charlie Brainer, Claire Doran, Lara Hanna-Wakim, Alice Lesnick, Tim Lewis, Angie Maffeo, Amelia Malkic, Jerry Martin, Judy Peter, Annie Phillips, Charles Reilly, Sue Roberts and Barry Stinson

The 2019 AIEA Academy for New Senior International Officers will take place April 29-May 3, 2019. Applications are due February 15. See www.aieaworld.org for further details.

New AIEA Strategic Plan Under Development

AIEA is in the midst of developing a new set of strategies to take the association forward in the next five years. This new Strategic Plan for 2019-2023 should be ready by the January Annual Conference, so that attendees can discuss, assess, and consider how best to put the Plan into motion. The Plan is being developed with an eye toward the rapidly changing landscape of international higher education and the role that AIEA might play in this landscape.

A 14-member Strategic Planning Task Force – selected to represent a range of institutional types, roles within AIEA, and national backgrounds – is overseeing development of the new Plan. Their work has been guided by Robert F. Nelson of NSC Consulting, a nationally-known expert in organizational strategy development.

Over the last eight months, the Task Force collected data of all sorts concerning AIEA, its programs, membership, and impacts; analyzed the numerous surveys and evaluations that have been solicited from AIEA members over the last few years; conducted comparative analyses of other international education organizations; completed a detailed SWOT analysis; and assembled key documents on AIEA's mission and purpose.

These materials, compiled into a briefing book of over 200 pages, became the foundation of a 1.5-day August retreat in Durham, organized and conducted by Robert Nelson. Participants included the Task Force, AIEA Board, and staff. During the lively and thoughtful discussion, these 26 individuals worked toward defining an envisioned ideal future state for AIEA, identifying priority strategic initiatives for AIEA’s next five years, and identifying what might constitute success for each of these initiatives.

The Task Force is now capturing the results of these discussions in a draft Strategic Plan to be submitted to the AIEA Board in Fall 2018, and – if all goes as planned – available to the membership at the 2019 Annual Conference.

Submitted by Susan Buck Sutton, Chair, 2018 AIEA Strategic Planning Task Force
AIEA Presidential Fellows 2018-19

The Association of International Education Administrators (AIEA) is pleased to announce the four senior international officers who have been selected as the tenth cohort of AIEA Presidential Fellows for 2018-19: Dafna Kariv at College of Management COLMAN, Israel; Tim Lewis of University of St. Thomas; Gale Lynch of The New School; and James Lynch of the College of Coastal Georgia.

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 2018-2019 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 2018-2019 Mentors bring extensive knowledge, experience, and expertise to the program. Presidential Mentors are: Woody Pelton, Dean of Global Education at Elon University; Joanna Regulska, Vice Provost and Associate Chancellor of Global Affairs at University of California, Davis; Amir Reza, Vice Provost for International & Multicultural Education at Babson College; and Pia Wood, Vice Provost and Dean of International Affairs at the University of North Texas.

Applications for the 2019-2020 cohort of AIEA Presidential Fellows will be due on May 1, 2019. Application details are on the website: www.aieaworld.org.

Dafna Kariv is Vice President for Global Initiatives at the College of Management COLMAN, Israel; the Chair of Novus Entrepreneurship Center; and co-chair of Social Investments center. Kariv is the author of many research publications; her three books have been published with Routledge NY and UK. Her research focuses on entrepreneurship, education and gender. She is a recipient of several European Commission prized funds; involved in academic boards, affiliate professor at HEC, Montreal; and German-Israeli-Startup-Exchange Program ambassador.

Tim Lewis is Associate Vice Provost for Global Learning and Strategy and Senior International Officer at the University of St. Thomas. He recently completed the AIEA Leadership Academy for new SIOs. Previously he held campus and professional society leadership positions. Most of his career has been as a biology faculty member at two institutions teaching and conducting research related to international conservation issues. His doctorate is in Wildlife Ecology from the University of Wisconsin-Madison.

Gale Lynch is Senior Director for Global Engagement and International Support Services at The New School in New York City. She oversees International Student and Scholar Services and International Programs and works to strengthen comprehensive internationalization across campus. Lynch is active in both AIEA and NASPA and has presented on various topics related to international education. She previously held faculty and administrative positions at Monroe Community College and Roberts Wesleyan College in Rochester, New York.

James Lynch is Interim Director of International Education and Director of Institutional Effectiveness at the College of Coastal Georgia, where he leads global initiatives to advance campus internationalization. His institutional effectiveness portfolio has contributed significantly in helping build the academic infrastructure to provide access to global opportunities, intercultural collaboration, and international partnerships. Lynch completed a Fulbright Scholarship Program in the United Kingdom. He holds an MFA from Columbia University and a doctorate from the College of William & Mary.

ACE/AIEA Internationalization Collaborative

Preparing for Tomorrow’s Student

January 19, 2019 • San Francisco Marriott Marquis

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
2018 Awards

Congratulations to the 2018 AIEA Award Recipients, who were announced at the AIEA Annual Conference in Washington, DC.

AIEA presented its annual Charles Klasek Award for outstanding service to the field of international education administration to Dr. Susan Buck Sutton, for her invaluable contributions and important work through the years. Dr. Sutton is a past president of the Association of International Education Administrators, Chair of NAFSA’s International Education Leadership Knowledge Community, and has served on advisory councils or committees for the American Council on Education, the Institute for International Education, and the International Association of Universities. This award recognizes her commitment to internationalization through her work on key issues in the field, including the changing nature of internationalization, institutional partnerships, and international service learning.

The 2018 Timothy J. Rutenber Award, which honors AIEA members who have rendered long-term and outstanding service to the Association, was given to Dr. Rodolfo Hernandez Guerrero of University of Texas-Dallas. Dr. Hernandez Guerrero has been AIEA Board Secretary since 2012, and his commitment to AIEA dates back to 2007, when he first joined the association. Through the years, he has chaired or served on numerous AIEA committees, always providing consistent and constructive contributions. Dr. Hernandez Guerrero’s quality of work facilitated tremendous progress in the governance of the Board and the Association. This award recognized Dr. Hernandez Guerrero’s long-term service and outstanding contributions to AIEA.

The Harold Josephson Award for Professional Promise in International Education is presented to a deserving graduate student who is making a significant contribution to the field of international education. The awardee may be at the masters or doctoral level, in any disciplinary area. The award recognizes emerging leadership in international education, as evidenced by the student’s graduate study, involvement in international education initiatives, research related to international education, and/or other relevant contributions. The 2018 Harold Josephson Award was awarded to two recipients, Zachary Klim and Melissa Whatley. Klim is a doctoral student and an international education professional at the New York University Steinhardt School of Culture, Education and Human Development. He was recognized for his dissertation, which focused on the institutional role in shaping participation in study abroad. Holden is Study Abroad Coordinator and Advisor at University of California, Davis, and was recognized for her project “Third Country Study Abroad,” where she examined the challenges and opportunities non-US students experience when they study abroad.

The 2018 Innovation Award in Internationalization was awarded to University of Sherbrooke for its initiative “An Interdisciplinary and Integrated approach to enriching health-professional programs in Global Health.” This award, which is in its fourth year, highlights exceptional programs, projects, or initiatives aimed at advancing internationalization and directed by Senior International Officers (SIOs) on their respective campuses. The University of Sherbrooke’s project is an important example of the impact of the comprehensive internationalization of higher education and how internationalization of the curriculum and internationalization at home contribute to addressing global issues.

AIEA extends warmest congratulations to all the award recipients. Appreciation is also expressed to the AIEA Awards Committee, chaired by Adel El Zaïm.

AIEA Senior International Officer Profile Survey

As higher education institutions continue to internationalize, Senior International Officers (SIOs) who are tasked with meeting institutional needs to internationalize are faced with multiple priorities, approaches, and challenges. A myriad of knowledge, skills, and experiences is needed by SIOs who are expected to be nimble in responding to the changes demanded by institutions.

The Association of International Education Administrators surveys current SIO members every three years to gain a “snapshot” of the demographics, challenges and needs of these leaders. This snapshot of the data demonstrates the need of U.S. higher education institutions to understand the profile of the current and future SIOs in order to ensure the success of their institutional internationalization strategies.

Here are just a few highlights from the 2017 SIO Profile Survey: The 2017 SIO Profile survey shows that 46 percent of current SIOs have been in their current position for five years or less. The AIEA SIO survey has also provided a snapshot of current trends towards internationalization and knowledge, skills, and experiences of current SIOs. For example, SIOs surveyed indicated that understanding institutional culture and context was the most valued knowledge area. This is followed very closely by knowledge of international issues in higher education. The most valued skills of an SIO was interpersonal skills and the most valued experience was those of academic administration.

With data going back as far as 10 years, the SIO survey provides an insight over time continued on page 11
AIEA Senior Advisers Program: Advisor Cohort Convenes Campus Meeting

AIEA Senior Advisers Program offers a small group of emerging Senior International Officers the opportunity to be mentored collectively by a Senior Adviser, who is a seasoned Senior International Officer. These groups typically convene regularly throughout the academic year via phone or Skype for conversations on strategic leadership issues. In the case of one cohort, members visited their Adviser’s campus and here is report from that visit:

Guided by Senior Adviser Woody Pelton, Dean of Global Education at Elon University, a lively group of emerging senior international officers participated in a campus visit to Elon on June 11-12, 2018. Participants included Bill Buhrman (Asst. Provost for Academic Operations, St. Mary’s University); Bob Colvin (Vice Provost, Christopher Newport University); Annique Kiel (Executive Director of Global Engagement and International Programs, Drake University); Ling LeBeau (Director, International Programs Office, Western Carolina University); Angie Maffeo (Director of International Programs and Services, Drake University); Bob Colvin (Vice Provost for Academic Operations, St. Mary’s University); and Paul Wright (Asst. Provost for International Affairs & Study Abroad Coordinator, Cabrini University).

A wide range of topics were explored over two intensive days of discussion, with in-depth attention given to concerns relevant to these SIOs’ professional development. In helping these SIOs to enrich and nuance their evolving roles both individually and within the larger community of international education administrators, the experience also afforded conceptual and practical advice for pursuing each SIO’s unique institutional agenda for comprehensive internationalization. Among the many subjects treated at length were the variation in organizational profiles, work structures, and reporting lines; management of the increasingly rich and complex data surrounding both international students and study abroad students; creating and sustaining cultures of internationalization support at every level of the institution; identifying and addressing budgetary needs in climates of fiscal challenge and competition for institutional resources; recruitment and enrollment management best practices; international student advising, visa management, and ESL support; assessing, implementing, and budgeting for multiple models of study abroad in short, mid, and long-term iterations; and fostering a genuinely supportive faculty/administrator culture around the mission of strategic and tactical internationalization.

These emerging SIOs’ opportunities to interact not only with Woody Pelton but also with one another both challenged and inspired the participants in equal measure. The group has continued to dialogue in monthly conference calls led by Woody, and they have plans to reunite as a group at the AIEA 2019 meeting in San Francisco.

Submitted by Paul Wright, Ph.D. (Assistant Provost for International Affairs, Cabrini University)

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 co-chairs GianMario Besana and Hong Yang.

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 (login required) and follow the instructions.
AIEA Thematic Forums

AIEA is pleased to announce the following Thematic Forum for 2018-2019:

SIO/Faculty Partnership: Internationalizing the Campus through Faculty
Stockton University
Atlantic City, New Jersey
March 21-22, 2019

Comprehensive internationalization has become a core mission of higher education institutions. This requires SIOs to take new roles to unite campus efforts to achieve institutional priorities of internationalization. Being an important impact factor across all six target areas of internationalization, faculty plays a critical role in succeeding and sustaining the dynamic system of internationalization. However, the important resource of faculty is usually underutilized on many campuses. Many SIOs struggle to deeply engage faculty in their international or global learning efforts to comprehensively internationalize their campuses. They frequently engage faculty course by course and single faculty by faculty member. However, this approach can only have limited reach and impact and it is not sustainable over time, the knowledge of how to advocate the importance of internationalization to engage faculty as partners and to bring together efforts from SIOs as well as faculty to achieve the institutional priorities is much needed for SIOs in their daily practices.

All SIOs, international educators, practitioners, faculty, researchers, and administrators are invited!

Exploring Megatrends in Global Higher Education
Western Kentucky University
Bowling Green, Kentucky
March 7 - 9, 2019

What will higher education look like globally in ten years? No one has a crystal ball, but we know the dramatic changes that have occurred in the past ten years. We also have insights into the drivers; demographics, and economic and technological growth, changing dynamics of nationalism vs globalization and the rise of Asian nations. We see unprecedented numbers of students studying in different countries. In very different ways, higher education in China and India have strengthened and emerged as world powers, but still cannot keep pace with the demands of their populations and economies. We know that higher education will impact and be impacted by these and other drivers. This forum will focus on megatrends and their impact on higher education. A small group of higher education professionals and SIOs will take on some of these topics with thought leaders from the academy and beyond.

For details on the Thematic Forum Program, visit the AIEA website. More information about upcoming Thematic Forums is available online. Forum application deadline for 2019-2020: May 15

Recent Thematic Forums

Improving the Quality and Value of Short-term Student Experiences in Global Health
Lehigh University
December 5-6, 2017; Lehigh University, Bethlehem, Pennsylvania

Lehigh University hosted a Thematic Forum, “Improving the Quality and Value of Short-term Student Experiences in Global Health.” The forum, sponsored by the Association of International Education Administrators was led by Lehigh University professor Judith Lasker, author of Hoping to Help; the Promises and Pitfalls of Global Health Volunteering. Eighty attendees from 28 colleges/universities and 9 NGOs attended the Forum.

The forum successfully raised awareness with a diverse audience about the potential for exploitative and harmful impacts on host communities and volunteers with poorly designed global health programs. The issues identified in this forum should be of concern for SIOs. Short-term programs are among the fastest growing programs in study abroad– the most recent Open Doors report indicates 65% of students who study abroad do so on programs that last six weeks or less. At the same time, the number of students participating in non-credit volunteer/service programs is reported at about 23,000, a number that is assumed to underreport actual participation since many students seek these experiences without university support. Universities have a particular responsibility to be leaders for responsible practice, and as this forum underscored, SIOs, with responsibility for internationalization strategy, can play an essential role.

Building Inclusive Approaches to Campus Internationalization: Integrating Displaced Students to the Logic of Campus Internationalization
Boise State University

On March 8-9, Boise State University hosted the AIEA Thematic Forum entitled, “Building Inclusive Approaches to Campus Internationalization: Integrating Displaced Students to the Logic of Campus Internationalization.” The Thematic Forum took a 360-degree approach to the issue of displaced/refugee students on the U.S. campus. Using Boise State University’s long trajectory with refugee populations, the Thematic Forum established connections between this population and the campus efforts of comprehensive internationalization.
The Forum examined challenges for displaced students ranging from admission to successful integration to the U.S. campuses. Campuses are best equipped to integrate displaced student populations when there is a strong cohesive approach, including such student population to the social and academic fabric of the institution. From English language support to preparing faculty and U.S. students for meaningful interactions with students with a refugee or displaced background, the Thematic Forum examined opportunities whereby faculty and administrators are responsible for creating spaces of inclusive excellence inside and outside the classroom.

**Internationalization and the American Research University: Implications for Faculty Scholarship and Graduate Education**

The University at Albany, SUNY

April 5-6, 2018; University at Albany-Albany, New York

The University of Albany, SUNY hosted a Thematic Forum entitled Internationalization and the American Research University: Implications for Faculty Scholarship and Graduate Education. The speakers’ and panelists’ discussions focused on internationalization challenges for research universities, support for international research collaboration matters to the US, the educational impact of dual degree graduate programs at research universities and how internationalization improves the global rankings of research universities.

Participants left with a more comprehensive understanding of how internationalization can help drive university rankings and how this element intersects with the various rankings criteria. Although the US still leads in many science and technology measures, this lead is decreasing as more countries’ develops stronger capacity for research and graduate education. This is not a situation that should precipitate alarm, but rather lead to a further appreciation of the necessity for international scholarly collaboration. Participants had a chance to learn how federally funded programs have and continue to support this agenda. They also had a chance to explore how graduate dual degrees and other faculty-initiated collaboration support the internationalization of the graduate experience. The forum also revealed that while a great deal of attention is paid to student and scholar mobility and to the internationalization of teaching, not much attention is paid to international research.

**Faith-Based Universities and Internationalization: Balancing Mission and Market Realities**

Boston College Center for International Higher Education (CIHE)

April 19-20, 2018; Chestnut Hill, MA

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 AIEA Thematic Forum brought together just under 50 individuals from over a dozen different countries to discuss issues of internationalization in the context of faith-based higher education in a variety of contexts. Participants and speakers ranged in profile from graduate students to research professors, from international student advisors to holders of top institutional leadership positions (including one dean and one president).

Among several of the outcomes one outcome specifically intended for the SIOs participating in this event centered on the importance of considering specifically how an expanded commitment to international student and/or faculty recruitment brings with it responsibilities and implications—to consider how this strategic decision relates in real terms to the mission and identity of a faith-based institution; how the reality of expanded international recruitment affects all of the stakeholders involved; and how to meet the needs of, and learn from, the international students and/or faculty who may come from faith traditions that differ from that of the institution.

**From Service Learning to Engaged Learning: European Innovations in Study Abroad**

University of Limerick, Limerick, Ireland

April 26-27, 2018

The AIEA Thematic Forum, “From Service Learning to Engaged Learning—European Innovations in Study Abroad,” was dedicated to exploring ways that the international study abroad programs can provide students with credit-bearing engaged learning experiences which also have reciprocal benefits for communities involved. The Forum examined the benefits and challenges for international students undertaking an accredited community engaged learning module in an Irish campus.

Participants left with a more comprehensive understanding of how community engaged learning can be facilitated for international students within an Irish University. The practicum students gained insights into Irish communities and culture but were also enabled to recognize their own expertise, in terms of sharing the knowledge that they brought from their own culture and experience to help respond to the societal needs identified in their practicum projects.

In terms of student needs, testimonials and evaluations illustrated how US students were facilitated through practicum projects to develop their academic, career and personal interests in real-life contexts in collaboration with Irish community partners.
**Book Review**

**Leading Internationalization: A Handbook for International Education Leaders**

*Leading Internationalization: A Handbook for International Education Leaders*
Edited by Darla K. Deardorff and Harvey Charles with foreword by E. Gordon Gee and afterword by Allan E. Goodman
Pub. Date: June 2018, Stylus Publishing

Higher education institutions exist in a modern, mobile society where people and ideas move rapidly around the world. To stay current, these institutions' teaching, research, and outreach and engagement functions need to be nimble. For most higher education institutions – ready or not – the world is already present on their campuses and is reflected in the diversity of their faculty, students and staff, as it is in the faculty scholarship, research, alumni and community partnerships. Thus, it is no longer a question of whether an international office is needed on campus; rather, it has become more of an imperative that a Senior International Officer (SIO) be in place and supported by institutional leadership. The SIO must have expertise to help build a strategy that amplifies this message of institutional global engagement that provides an education which equips students with the tools to navigate the ever-changing global landscape. It has become essential for successful higher education institutions to discharge their responsibilities as local, national and international actors on the global landscape.

Universities with the foresight to have established an international office with an SIO who has the knowledge to forge and implement a "foreign policy" for their institutions will benefit from this edited volume by Deardorff and Charles. And for higher education institutions that are thinking about establishing an infrastructure that will lead their institutions to develop internationalization programming through research, teaching, and outreach and global engagement, *Leading Internationalization* provides “a guide to the type of expertise and knowledge needed to lead comprehensive internationalization, together with key stakeholders from within and beyond the institution (p.159).”

Consulting *Leading Internationalization* will enable institutions to more clearly see how to support SIOs as they work with faculty and scholars to infuse global perspectives across the university. In addition to providing insights on how to ensure that students’ intellectual knowledge and skills are adaptable across cultures and boundaries, this handbook also points SIOs toward strategies for collaborating with business operations offices to include international dimensions in staff training so that their work is informed by processes and guidelines that transcend local constraints. *Leading Internationalization* is an effective guide for establishing and managing a high-quality international office led by a Senior International Officer who will ensure that your university’s mission and vision will be translated into applicable international strategies that will enable your institution to become a globally relevant actor whose research and teaching in the international system improve lives in your immediate communities and around the world.

Submitted by Kelechi Kalu Ph.D. (Vice Provost of International Affairs and Professor of Political Science at University of California, Riverside)

---

**2018 Fall Board Meeting**

During the August 2018 Board meeting, Board members actively engaged in discussions surrounding a number of topics, including updates and insights gleaned from the Strategic Planning Retreat earlier in the week.

- Several key topics of conversation for the Board included the need to actively serve the membership while also pursuing opportunities for international and global collaboration / partnerships.
- As part of the strategic planning process, Board members engaged in thoughtful dialogue surrounding the future of the Association, concentrating on opportunities to strengthen governance, programs, services, professional development, membership, research, publications, communications, as well as advocacy and public policy.
- Additional topics during the Board meeting included updates from the 2018 AIEA conference as well as plans for the 2019 conference in San Francisco, CA.
- Additionally, a variety of reports and updates on recent initiatives from the various AIEA committees were also shared.

Submitted by Leigh Poole Ph.D. (Director, International Center, Winthrop University)
AIEA WELCOMES NEW BOARD MEMBERS

**President-Elect**

Cheryl Matherly is Vice President and Vice Provost for International Affairs at Lehigh University and Professor of Practice in Comparative and International Education. She previously served as SIO for the University of Tulsa. She is an AIEA board member, co-author of the AIEA Standards of Professional Practice, a two-time mentor for the AIEA Presidential Fellows Program, and frequent conference presenter. She writes on international education and employability. Her doctorate is from the University of Houston.

**Membership Chair**

Victoria Jones is the Chief Global Affairs Officer at the University of California, Irvine. For the past fifteen years Dr. Jones has been building dynamic international programs for growing universities in Brazil and the US. Through her university roles, leadership in professional associations, and her personal commitment, she has forged significant and lasting international alliances. Her degrees were earned from Cornell, the Annenberg School at Penn, and USC. She is a frequent lecturer and trainer.

**Board Member At-Large**

Sharon Nagy is the Associate Provost for Global Engagement at Clemson University in South Carolina. She currently serves on the ACE Commission for Internationalization and Global Engagement and was a 2013 AIEA Presidential Fellow. She was previously Director of Study Abroad at DePaul University, has taught at Universities in Bahrain and Egypt, and held three Fulbright Awards for research in the Middle East. She holds a Ph.D. in anthropology from the University of Pennsylvania.

**Board Member At-Large**

Reitumetse Obakeng Mabokela is the Vice-Provost for International Affairs and Global Strategy and Professor of Higher Education at the University of Illinois, Urbana-Champaign. A former Fulbright scholar, she has published extensively on higher education issues that particularly impact developing countries. She previously served as Professor and Assistant Dean for International Affairs at Michigan State University and holds both her MA in Labor and Industrial Relations and Ph.D. in Education Policy from the University of Illinois.

**Board Member At-Large**

Kelechi Kalu is Vice Provost for International Affairs and Professor of Political Science at the University of California, Riverside. Kalu is active in AIEA, NAFSA and in scholarly organizations. His interests are in strategic engagement and the political economy of development in Africa. He previously held faculty and administrative positions at The Ohio State University, Columbus. Kalu served on the APLU Challenge of Change Commission. He holds a Ph.D. in international studies from University of Denver.

**Board Member At-Large**

Kati Csoman is Dean of International Education at Juniata College. Kati has worked in international education administration for twenty-five years, including at the University of Pittsburgh and the Pennsylvania State University. She has served as co-leader for a Fulbright Hays grant to Morocco. She was a recipient of a Fulbright International Education Administrators grant to Taiwan. She earned her M.P.A. from the Graduate School of Public and International Affairs at the University of Pittsburgh.

Many thanks to our outgoing board members for their invaluable contributions to the Association:

*Gil Latz, Jeet Joshee, Jun Liu, and Jennifer Robertson.*
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 secretariat@aieaworld.org with information for inclusion on the website.

Selected updates from Members in the News:

Congratulations to AIEA member Dr. Darla K. Deardorff, whose Institute for International Education is hosting a Fulbright Senior Specialist Program: Special Education, based in the United States. Dr. Deardorff has been selected for this program, which provides an opportunity for international scholars to gain experience working with U.S. institutions.

Congratulations to AIEA member Dr. Dafina Diabate, currently on a leave of absence. She has been selected to participate in the Ambassador Distinguished Scholars Program, run by the Institute for International Education. Dr. Diabate is serving as an Associate Professor at the Institute for International Education.

Many congratulations to AIEA member Miriam Kazanjian on receiving the Modern Language Association/Association of Departments of Foreign Languages "Award for Distinguished Service to the Profession."

AIEA Executive Director Darla K. Deardorff published a blog post in Education Weekly titled "How to Assess Global Competence."

AIEA member institution Xavier University of Louisiana was featured in a recent article in Inside Higher Education on study abroad at Historically Black Colleges and Universities (HBCUs).

Congratulations to AIEA members Adam Henry and Melanie Gottlieb for publishing articles in the Spring 2018 IIE Networker Magazine.

Congratulations to AIEA Past President Gil Latz on receiving the Global Citizen Award from Texas Tech University.

AIEA Secretariat Staffing Updates:

Dr. Dafina Diabate Selected for Ambassador’s Distinguished Scholars Program: AIEA Associate Director, Dr. Dafina Diabate is on a leave of absence for the next 12 months. She has been selected to participate in the Ambassador Distinguished Scholars Program, run by the Institute for International Education. Dr. Diabate is serving as an Associate Professor at the University of Gondar in Ethiopia.

Dr. Darla K. Deardorff Selected for Fulbright Senior Specialist Program: AIEA’s Executive Director, Dr. Darla K. Deardorff, has been selected as a Fulbright Senior Specialist to Japan. Through this program, Dr. Deardorff worked with Toyo University in Tokyo.

Note: As of July 1, Charlotte Fleming works with the AIEA Secretariat as a consultant/specialist in accounting and human resources.

Welcome, New Staff - Daniel Lawrence and Sonali Kathuria

AIEA is pleased to announce that Daniel Lawrence has been hired as the Association’s new Office Assistant. Learn more about Daniel through his brief bio on the AIEA website.

Sonali Kathuria joins the Secretariat team as the new International Education Intern and her bio can be found on the AIEA website.