The new strategic plan for AIEA, developed tools such as the Standards and charged with leading internationalization, is unique among organizations that are dealing with more complex issues—study abroad, partnerships, faculty recruitment, and partnerships, leveraging expertise from diverse organizations for our mutual benefit. I was struck that each of these presentations generated a lively discussion among a very diverse group of attendees. It reinforced that leading internationalization in higher education institutions, regardless of the country, is increasingly complex because the higher education enterprise itself is more complex. Internationalization includes more diverse functions – study abroad, student recruitment, partnerships, faculty and staff development – in institutions that are dealing with more complex issues—economic, demographic, and political. It also reinforced that AIEA is unique among our peer organizations because of our focus on professional development for senior international officers and those individuals charged with leading internationalization, developing tools such as the Standards and programs such as the SIO Academy. The new strategic plan for AIEA, introduced at the 2019 Annual Conference and adopted by the Board in June, positions the association to respond to these complexities of leading internationalization with a bold mission: to equip leaders to shape the future of higher education in a global context. The plan builds on AIEA’s historical strengths but recognizes that the challenges that those in this field are confronting are changing, as are the people who are doing this work. Consider some of the findings from AIEA’s most recent SIO Profile. Fifty-nine percent of the SIOs who responded to the survey did not hold a tenured faculty line. Sixty-seven percent were between the ages of 41 and 60, and 48% were women. The field still lacks significant racial diversity—69% were white. Forty-six percent of respondents had been in their positions for less than 5 years, although 39% had been in the field for over 20 years. And respondents indicated that their top knowledge needs included institutional context, international issues in higher education, and leadership. What does this suggest? The profile of our members leading internationalization is changing as fewer are emerging from traditional faculty roles. While more of our membership are relatively new in their leadership roles, many have still come from within the field and desire very specific knowledge related to institutional leadership. The three major pillars of the strategic plan position AIEA to effectively respond to what our members identify as their needs. It calls for AIEA to serve members with bold, distinctive programming and services, building on our long history of peer-to-peer learning but also developing new programs that are up-to-date, globally derived, and globally relevant. It challenges us to expand our international engagement—to be North American based yet actively seek to engage a globally diverse and representative group of leaders as part of our programs and leadership. And last, the plan calls for AIEA to develop and enhance strategic partnerships, leveraging expertise from diverse organizations for our mutual benefit. Over the next several months and at the annual conference (February 16-19, 2020, Washington, DC), you can expect to learn more about the strategic plan and the exciting and timely next directions for AIEA programs, as we position the membership in the association to be essential for higher education leaders. Our goal is that AIEA will continue to prepare members to "lead their institutions and higher education more generally toward the kinds of innovative, transformational, comprehensive internationalization needed for the 21st century."
2018-2019 Secretariat Report

As conference season approaches, the Secretariat continues its work of supporting the strategic vision of AIEA’s Presidential Stream and Board of Directors, all while establishing a firm foundation for future associational programming and growth. The summer of 2019 marked the one-year anniversary of the Secretariat’s transition from Duke University to a fully independent associational office in Durham, NC.

Along with its support of the Board and committees, the Secretariat continued its oversight and planning of the association’s major events and professional development programs (the 2019 Annual Conference, the Leadership Academy for New SIOs, and a Thematic Forum, along with the Presidential Fellows and Senior Advisers programs). The Secretariat looks forward to focusing its efforts on the upcoming 2020 conference and the future implementation of AIEA’s new Strategic Plan.

The Secretariat would like to thank the Presidential Stream—President Cheryl Matherly, President-Elect Adel El Zaim, and Immediate Past President Nell Pynes—for their leadership, hard work, and vision. Much gratitude is owed as well to the Board of Directors for their continued guidance of AIEA as it enters an important new chapter of its history. Thanks to the commitment of all these leaders—and of AIEA’s broader membership itself—our association is well-positioned to remain a vital hub of thought leadership, knowledge sharing, and expert counsel in the field.

The core staff of the Secretariat are Dr. Darla K. Deardorff, Executive Director; Katy Rosenbaum, Associate Director; Mel Simmons Assistant Director; and Daniel Lawrence, Program Associate. Salient areas of involvement over the past year included:

• 2019 Conference: The 2019 AIEA Annual Conference was held from January 20-23 in San Francisco, California and chaired by Cheryl Matherly. With over 100 sessions and roundtable discussions in addition to eight substantive pre-conference workshops, the conference program provided 867 participants from 51 countries with the opportunity to engage in peer learning on such relevant and key issues such as international strategic partnerships, global citizenship, and regional trends; attend inspiring keynotes on trends influencing the future of the field; and network with colleagues leading strategy for comprehensive internationalization.

• Membership: With 807 total members by the end of the 2018-2019 membership year on June 30, 2019, AIEA continues to serve international education leaders from more than 29 countries. AIEA staff are integrally involved in the day-to-day facilitation and support of the annual membership process for these leaders.

• Strategic Planning: The Secretariat supported the implementation of the 2019-2023 Strategic Plan by facilitating dialogues among the Strategic Planning task forces, the AIEA Mission Statement Task Force, and the Presidential Stream throughout the drafting process, all leading up to the approval of a new Strategic Plan in June of 2019.

• AIEA Leadership Academy: AIEA was pleased to offer the fifth annual AIEA Leadership Academy for New SIOs from April 31 to May 3, 2019 in Durham, North Carolina. The event was organized by the AIEA Secretariat under the guidance of Academy Faculty Harvey Charles, Riall Nolan, Nell Pynes, and Pia Wood. Other speakers included Heather Ward, Darla Deardorff, and David Di Maria, who will join the Academy faculty beginning in 2020. 17 participants attended from four different countries. AIEA would like express its special gratitude to Riall Nolan for his five years of contributions as an Academy faculty member.

• AIEA Partnerships: AIEA continues to be an active member of the Network of International Education Associations (NIEA), participating with representation by AIEA President Cheryl Matherly 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).

• Transatlantic Dialogue: The Secretariat helped support the EAIE-AIEA Transatlantic Dialogue, which occurred just before the 2019 EAIE Conference in Helsinki, Finland.

• Global Visibility: Executive Director Darla Deardorff provided global visibility to AIEA through invited talks and presentations at numerous venues in 2018-2019 (most at no or little expense to AIEA), including the EAIE 2019 Conference in Helsinki, the INU Conference in Malmo, the AFS Global Conference in Montreal, NAFSA 2019, the FICHET conference in Taipei, RECSIE’s 2019 Summer Institute on International Education in Nagoya, IEASA 2019 in Cape Town, the OECD Future of Education and Skills 2030 Project meeting in Vancouver, CAIE 2019 in Bogota, and IAU 2019 in Puebla. Deardorff served again as Faculty at the Harvard University Global Education Think Tank.

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

• Presidential Fellows: AIEA completed the tenth cohort of AIEA Presidential Fellows and launched the eleventh cohort of Fellows. (See article in this newsletter.)

• Senior Advisers Program: The Secretariat supported the fifth year of the Senior Advisers Program under the guidance of the Leadership Development Committee and oversaw the beginning of the program’s sixth iteration. (See article in this newsletter.)

• Thematic Forum Program: AIEA provided support for the forum “SIO/Faculty Partnership: Internationalizing the Campus through Faculty,” which was led by JY Zhou from March 21-22 at Stockton University, and at which Executive Director Darla Deardorff spoke. Reports can be found online at http://www.aieworld.org/past-forums. (For upcoming forums, see article in this Newsletter.)

• AIEA Board Meetings: The Secretariat has actively supported three Board meetings in 2019: an in-person meeting at the AIEA Conference in January; a Spring Board
The 2020 AIEA Annual Conference will be held at the Washington Marriott Wardman Park in Washington, DC. Pre-conference workshops will take place February 16-17; the full conference will begin at noon on February 17 and end in the afternoon of February 19.

Conference Theme
This year’s conference theme is “Rethinking Comprehensive Internationalization for a Global Generation.” According to 2020 Conference Chair Adel El Zaïm, this theme acknowledges that “internationalization is no longer an option in our already globally interconnected society. It is an imperative for Higher Education Institutions which are educating young people to become global citizens and which are hosting students and faculty from around the world. Internationalization is by definition comprehensive and should cover all dimensions of the mission of higher education institutions. However, the 21st century brings new challenges and we are already witnessing the backlash of globalization…In this context, we have a golden opportunity to rethink and redefine Comprehensive Internationalization and leaders’ roles in meeting the expectations of the global generation.”

The 2020 Conference subthemes are: The Global Generation and Internationalization; Leading Solutions to Address Global Concerns; Internationalization and Cross-Cutting Innovation in Higher Education; and SIOs as Strategists, Skilled Communicators, Entrepreneurs, and Change Agents.

Featured Speakers

KATHLEEN FITZPATRICK

Educator and Author
Opening Plenary Speaker
Kathleen Fitzpatrick is an American scholar of digital humanities and media studies. She is currently the Director of Digital Humanities and Professor of English at Michigan State University. Prior to assuming this role in 2017, she served as Associate Executive Director and Director of Scholarly Communication of the Modern Language Association.


Fitzpatrick is also the project director of Humanities Commons, an open-access, open-source network serving more than 17,500 scholars and practitioners in the humanities. She has written extensively on critical issues concerning the rise of digital humanities, including two articles which she contributed to the 2012 print edition of Debates in The Digital Humanities (University of Minnesota Press, 2012), a compilation of writings on the theory, methodologies and pedagogy of the digital humanities.

YASCHA MOUNK

Author, Political Scientist, and Lecturer
Closing Plenary Speaker
Yascha Mounk is a writer, academic, and public speaker known for his work on the rise of populism and the crisis of liberal democracy. Born in Germany to Polish parents, Mounk received his BA in history from Trinity College, Cambridge and his PhD in government from Harvard University. He is now an Associate Professor of the Practice of International Affairs at Johns Hopkins University, where he holds appointments in both the School of Advanced International Studies and the Agora Institute.

Yascha Mounk is also a Senior Advisor at Protect Democracy, a Senior Fellow at New York University’s Reiss Center on Law and Security, and a term member of the Council on Foreign Relations. Mounk formerly lectured on political theory as part of Harvard University’s government department.

He has written three books: Stranger in My Own Country - A Jewish Family in Modern Germany, a memoir about Germany’s fraught attempts to deal with its past; The Age of Responsibility – Luck, Choice and the Welfare State, which argues that a growing obsession with the concept of individual responsibility has transformed western welfare states; and The People versus Democracy – Why Our Freedom Is in Danger and How to Save It, which explains the causes of the populist rise and investigates how to renew liberal democracy. His latest book has been translated into ten languages and was hailed as one of 2018’s Best Books of the Year by multiple publications, including the Financial Times. A columnist at Slate, Mounk regularly writes for newspapers and magazines including The New York Times, The Wall Street Journal, The New Yorker, The Atlantic, Foreign Affairs, CNN, Die Zeit, and La Repubblica. He has appeared on radio and television in over ten countries.
LEADERS IN INTERNATIONAL HIGHER EDUCATION

CONFERENCE PROPOSAL REVIEWERS

AIEA wishes to thank those who served on the 2020 Annual Conference Committee:

Aaron D. Clevenger, Eny Di Iorio, Daniel Diaz, Erich Dietrich, Hala Dimeckie, Jennifer Evanuk, Svetlana Filiatreau, José Celso Freire Junior, Wendwosen Gebreyes, Dennis Hart, Carrie Hesco, Ni Jodon, Yu Jiang, Dafna Kariv, Peter Mascher, Peter F May, Jamie McGowan, Meredith McQuaid, Vinita Mehra, Heike Michelsen, Alyssa Nota, José Manuel Pérez Borrallo, Judy Peter, Leigh Poole, Richard Poulin, Pirm Prakasam, Jaishankar Raman, Mamiko Reeves, Joanna Regulska, Christina Sanchez, Amanda Sayan, George T. Sipos, H Stephen Straight, Robert Summers, Dmytro Yakovenko, JY Zhou.

2020 ACE COLLABORATIVE

ACE/AIEA Internationalization Collaborative 2020
Leading Higher Education Internationalization as a Sustainable Social Good
February 15, 2020
Washington, DC

This year’s ACE-AIEA Collaborative will highlight ways that higher education institutions are proactively developing and incorporating internationalization strategies to be socially responsible and inclusively civic-minded on their campuses, and in their international partnerships. Sessions will focus on defining global citizenship, the environmental impact and sustainability of international activities, and internationalization’s economic and societal contributions.

Learn more and register here: https://www.acenet.edu/Events/ Pages/ACEAIEA-Internationalization-Collaborative-2020.aspx

Note: AIEA conference attendees are eligible for a $50 discount on the Collaborative registration fee.

AIEA COMMITTEE REPORTS

EDITORIAL COMMITTEE REPORT

To make AIEA’s current publications more useful and accessible to our membership, during the current year, the Editorial Committee has focused on examining existing publications rather than on generating new ones. The committee has spent the last few months examining the current portfolio of resources on the AIEA website including the Issue Briefs, Occasional Papers, Provosts’ Perspectives, and Presidential Perspectives.

Committee members have reviewed the publications in each of these categories and tagged them to the AIEA Standards of Professional Practice. This work is almost complete and will soon be shared on the AIEA website and via the listserv. The committee encourages all members to explore this essential common set of standards of professional practice for SIOs and internationalization leaders and to think about their application to your work and that of your institution. (See: https://www.aieaworld.org/standards-of-professional-practice)

The committee’s next task is to review the video series They were at the Beginning: Lessons from Leaders in Internationalization. This important collection of nineteen interviews focuses on leaders who in the late 20th century led the internationalization of higher education in the U.S. and abroad. Committee members will create short summaries with key points from these videos as well as very brief bios of the interviewees for those who may be new to the field and unfamiliar with their contributions.

In the coming year, the committee will turn its attention to seeking additional publications based on the standards and the most recent SIO Profile Survey data. Along with other committees, we plan to identify where resources and publications are needed and new means for their delivery to members.

Chair: Teresa Wise (University of Alabama)

MEMBERSHIP COMMITTEE REPORT

The membership committee is inching its way closer to a new membership model. Though we are still debating a few options, all of those under discussion will be simpler and more flexible for individuals. As a membership organization, getting the membership structure right is critically important!

The current system requires one member of an institution to pay a higher fee as the institutional member and then an unlimited number of individuals from that institution pay a reduced fee to join as individuals/associates. Some institutional members have no associates and some have more than ten.

Thanks to everyone who gave feedback to the committee about what they value and dislike about the current membership structure. And thank you to everyone who showed us models that are being used by other organizations. This was useful benchmarking.

The other issue the membership committee has been asked to explore is engagement. What are the services and benefits members use and value? How do members interact with the association, its staff, and other members? What interactions are meaningful and useful? Please contact anyone on the membership committee if you have ideas you would like to share.

Chair: Victoria Jones (University of California, Irvine)

Members: Jennifer Engel (Loyola University Chicago), Ling Gao LeBeau, George T. Sipos (The College at Brockport, SUNY), H Stephen Straight (Binghamton University), R. Anderson Sutton (University of Hawaii at Manoa), Jewell Winn (Tennessee State University), Carrie Wojenski (SUNY Albany), Katie Bowler Young (University of North Carolina at Chapel Hill)
LEADERSHIP DEVELOPMENT COMMITTEE (LDC) REPORT

The LDC has spent considerable time discussing feedback to the Board on the newly adopted Strategic Plan and ongoing discussions of possible committee reorganization. With LDC committee input, the chairs of the Strategic Issues Committee and the Leadership Development Committee have been collaborating closely with each other and with the chairs of other AIEA committees, the Board, and the Executive Director to define the best structures to address our mission.

The Committee continues to focus on the AIEA Standards of Professional Practice as an organizing principle for developing resources and conference offerings. The Standards are organized into four areas: internationalization expertise, leadership and management, advocacy, and personal effectiveness. In response to member feedback, we have dedicated considerable time to developing content that engages explicitly with issues of intersectionality (intentional considerations of race, class, gender, ability, and sexuality) and ensuring that resources are relevant to AIEA’s global membership (e.g., inclusion of non-US perspectives, intentionally considering Global South-North dynamics, etc.).

The 2019-20 Senior Advisers Program, which links new and experienced SIOs for mutual benefit, continues to be a success for both advisers and advisees. There were five groups, with one senior adviser and 2-3 advisees in each group. Based on participant feedback, the LDC and AIEA Leadership have agreed to increase the recognition of SAP participants through a dedicated reception at the AIEA Conference in 2020 in Washington DC. Hong Yang (Bryant University) and GianMario Besana (DePaul University) oversee the SAP and have conducted participant surveys to inform ongoing program improvement. The 2019-20 Senior Advisors are Denise Dimon, University of San Diego; Joel Glassman, University of Missouri-Saint Louis; Ni Jadon, McMaster University; Woody Pelton, Elon University; David Schmidt, Middle Tennessee State University; and Jack Van de Water, Retiree. Applications for the next cohort will close in late October.

Chair: Erich Dietrich (NYU)

Vice-Chair: Kati Bell (Dominican University of California)

Vice-Chair for Gender Equity: Helen Gaudette (Fashion Institute of Technology)

Members: GianMario Besana (DePaul University), Eny Di Iorio (Lorenzo de’ Medici Institute), Stephanie Doscher (Florida International University), Sharon Nagy (Clemson University), Susan Popko (Santa Clara University), Shelley Stephenson (Arizona State University), Downing Thomas (University of Iowa), Malene Torp (DIS - Study Abroad in Scandinavia), Witold Wolny (University of Virginia College at Wise), and Hong Yang (Bryant University)
AIEA Strategic Issues Committee Report

AIEA’s Strategic Issues Committee is grappling with the many large issues that face international education administrators today; but, more importantly, with how AIEA can serve the members in addressing these issues in a variety of settings. The top three most vexing issues, as identified by members following the 2018 AIEA Annual Conference are immigration challenges, management and budget responsibilities, and nationalism. Since that survey, the significance of U.S.-China relations and cybersecurity concerns have emerged as challenges and opportunities for education and deeper understanding. Committee members have submitted proposals for the 2020 annual conference on several of these topics, and in a variety of formats.

The SI Committee is informally linked to the Policy Advisory Committee and have been kept apprised of the many efforts at advocacy in which AIEA members can be engaged at the national level. A draft white paper on the importance of study abroad with a focus on the challenges of how to grow and sustain student participation has been proposed as a topic for discussion in a less traditional format at the 2020 Annual Conference. New this year, the chair of the SI Committee and the chair of the Leadership Development Committee have been invited to join the meetings of the other committee for purposes of linking the collective work which is substantively related. As we move forward with the new strategic plan of AIEA, members of the SI Committee are optimistic that the committee charge and the direction of the work will more closely align with the overarching goals of the Association.

Chair: Meredith McQuaid (University of Minnesota)

Members: Vinita Bahri-Mehra (Kegler Brown Hill + Ritter), Marcellus Caldas (Kansas State University), Imara Dawson (University of Michigan), Terence Graham (California State University, Long Beach), Ryan Griffith (University of the Pacific), Mariella Hernandez (Universidad del Pacifico), Lisa M. Lancia (Fordham University), Randy Kluver (Oklahoma State University), Stephen D. McDowell (Florida State University), and John Sunnygard (Western Kentucky University).

Policy Advisory Committee Report

In the wake of a newly implemented strategic plan, and in light of continuing challenges on the policy and legislative front, the Policy Advisory Committee has spent considerable time in recent months discussing ways to interact more closely with other AIEA committees to further the association’s advocacy efforts, and to initiate new efforts to affect public policy in Washington, D.C. and elsewhere. New ideas currently circulating include:

- Articulation of standing AIEA committees with the Policy Advisory Committee through the appointment of formal liaisons between committees.
- The development of a federal legislative map of association membership, to readily identify potential advocacy links between members and Congressional delegations.
- The development of a subcommittee that will focus on U.S. legislative issues, a move that will provide focus but also flexibility for the broader committee to address non-U.S. issues.

The committee continues to monitor several key areas, and to work with partner organizations through the Coalition for International Education, the Alliance for International Exchange, and other groups. Over the summer members were active working on proposals to bring advocacy issues and training to membership through sessions and workshops at the upcoming AIEA Conference in Washington, D.C. Issues of continuing concern include:

- Immigration issues, including international student visa and processing delays and the status of DACA students.
- The preservation of federal support for international education
- The impact of growing tensions between the United States and China on higher education institutions.
- The impact of increasingly stringent regulatory oversight of international and overseas research.

This is a pivotal time for international education, and one in which advocacy for the values we hold and insights we offer in this field is critically important.

Chair: Thomas Bogenschild (Consultant)

Vice-Chair: Paulo Zagalo-Melo (Western Michigan University)

Vice-Chair: Lisa Lancia (Fordham University)

Members: Mimi Barnard (Belmont University), Sherif Barsoum (New York University), David Flesher (Case Western Reserve University), Petra Hejnova (Syracuse University), Ling LeBeau (Senior International Education Administrator), Torian Lee (Independent Consultant), Gilbert Merkx (Duke University), Terence Miller (Marquette University), Sylvester Osagie (Pennsylvania State University), Jennifer Robertson (Valencia College), Peter Vanderwater (Institute for International Education).
**AIEA Senior Advisers Program Update**

The AIEA Senior Advisers Program (SAP) connects seasoned AIEA members—recognized leaders in international education—with AIEA members who are starting their careers as a Senior International Officer (SIO). The SAP provides experienced and novice SIOs with an opportunity to engage in direct dialogue while learning from each other.

Currently, nineteen (19) advisees (AIEA members who are within the first three years of their work as an SIO or at a new institution) were divided into six (6) cohorts which are led by six experienced advisors (AIEA members who have served as an SIO for over 10 years at a college or university). A survey was conducted for current participating advisors and advisees regarding the frequency of their contacts and conversations, availability of advisors, the values of the program, and other feedbacks. Based upon the survey results, the co-coordinators reached out the advisors by phone to discuss issues regarding mutually interested topics, establishing trust, and scheduling for group conversation.

There is an overwhelming belief that the program is a valuable professional development opportunity for both advisors and advisees, although maintaining frequent communication for the cohort has sometimes been a challenge.

Applicants for the new 2019-2020 cohorts (both advisees and advisors) were matched in Fall 2019.

A Roundtable Discussion session entitled: “Senior Advisers Program (SAP) Roundtable: Mentorship and Leadership” is proposed for the 2020 AIEA Annual Conference in DC, February 16-19, to provide face to face discussion among advisors and advisees for the new cohort as well as SIOs who are interested in participating in the development program.

The SAP is managed through the AIEA Leadership Development Committee. If you have any questions, please contact the SAP co-coordinators, GianMario Besana (DePaul University) at gbesana@depaul.edu or Hong Yang (Bryant University) at hyang@bryant.edu.

Submitted by Hong Yang (Bryant University), Senior Advisers Program Co-Chair.

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**2020 AIEA Leadership Academy for New Senior International Officers**

The 2020 AIEA Leadership Academy for New Senior International Officers will be held May 4-8, 2020 in Chapel Hill, NC, USA. One of AIEA’s primary annual programs, the Academy is an intimate, selective, and intensive gathering providing deep learning on issues relating to leading internationalization. Participants build a strong network of peers and develop action plans addressing challenges and opportunities in internationalizing their institutions.

The program will accept a limited number of SIOs at higher education institutions with less than 5 years in their current leadership position. Each participant will be asked to identify a specific challenge or topic of particular interest to them as SIOs, and to write a brief 1-page essay (max 300 words) about this as part of the application process.

Interested parties are encouraged to take advantage of the early registration discount and apply by **November 15, 2019**.

Applying early is recommended, as this is a competitive process with limited space. Applications will be accepted through the March 1 deadline, and applicants will be notified of their status within 30 days following the submission of their applications.

The participants will be housed together at the Rizzo Center, a sophisticated meeting and conference center in Chapel Hill, NC, minutes from the main campus of UNC-Chapel Hill. The faculty members for the Academy are all experienced SIOs and will be present for all Academy sessions.

The 2020 Academy faculty include Dr. Pia Wood (University of North Texas; past AIEA president), Dr. Penelope Pynes (University of North Carolina, Greensboro; past AIEA president), Dr. David Di Maria (University of Maryland Baltimore County) and Dr. Harvey Charles (University at Albany, State University of New York; past AIEA president). Additional speakers will include Dr. Darla K. Deardorff (AIEA).

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**Resource Links for AIEA Standards of Professional Practice**

Thanks to the work of the Editorial Committee, AIEA’s website now provides a resource list mapping each of the association’s Standards of Professional Practice to a set of relevant AIEA publications (including Issue Briefs, Occasional Papers, Provosts’ Perspectives, and Presidential Perspectives) as well as other scholarship and writing providing insight into these topics.

Members are encouraged to view the list at [https://www.aieaworld.org/standards-resources](https://www.aieaworld.org/standards-resources). If you would like to submit a (free) Standards resource for consideration, please email info@aieaworld.org.
2019-2020 AIEA Presidential Fellows

AIEA is proud to celebrate the 10th anniversary of the Presidential Fellows Program! Over the last 10 years, the AIEA Presidential Fellows Program has provided mentorship for over 40 new Senior International Officers (SIOs) in International Higher Education. We would like to express our most sincere gratitude and appreciation to all past Presidential Fellows and Mentors, whose participation and expertise has contributed to the success and longevity of this professional development program.

The 2019-2020 Presidential Fellows are:
- Dafina Diabate (Lincoln College)
- Jonathan Lee (Chicago State University)
- Tonija Navas (Howard University)
- Gretchen Neisler (University of Tennessee Knoxville)
- Kaplen Trivedi (University of Massachusetts Amherst)

The AIEA Presidential Fellows Program is a program of mentorship for new Senior International Officers (SIOs), necessarily limited in number and of high prestige. The AIEA Presidential Fellows Committee carefully reviews and selects up to 5 Fellows, who are then matched with an experienced SIO (through conversation with the Fellow), who will serve as Mentor throughout the school year.

Bringing extensive knowledge and experience to the 2019-2020 Presidential Mentors cohort are Sally Crimmins Villela of the State University of New York, Hilary Link of Allegheny College, Cheryl Matherly of Lehigh University, Joanna Regulska of UC Davis, and Jennifer Robertson of Valencia College.

2019-2020 AIEA Thematic Forums

The goal of the Thematic Forum program is to increase opportunities for AIEA members and professionals from related fields to learn more about salient leadership issues in International Higher Education. AIEA Forums take place over one to two days between September and May and are intended primarily for Senior International Officers and university leaders. All Forums are hosted by an AIEA member at a higher education institution.

Three institutions have been selected to host the 2019-2020 AIEA Thematic Forums. “Global Learning in Utah Higher Education,” a one-day Forum focused on curriculum innovation via global learning, will be held at the University of Utah on March 20, 2020. The Forum will be co-facilitated by Sabine Klahr, Executive Director, Office for Global Engagement and Associate Chief Global Officer at the University of Utah; Stephanie Doscher, Director of Global Learning Initiatives at Florida International University; and Pamela Hardin, Associate Director for the Center for Teaching and Learning at the University of Utah.

“Curriculum as a Collaborative Space How to Organize Catalytic and Effective SIO-Faculty Collaborations on Curricula,” will take place April 2-3 2020 at Northern Arizona University in Flagstaff, Arizona. The forum will focus on collaborative strategies for working with faculty on curriculum in order to globalize student learning experiences. This event is organized by Blase Scarnati, Director of Global Learning and Professor in the School of Music at Northern Arizona University; and JY Zhou, Internationalization Specialist at Stockton University. Darla Deardorff has been invited as one of the keynotes.

“SIOs and Brazilian Universities: Building Partnerships under the PrInt Program,” is scheduled for April 23–24, 2020 at São Paulo State University in Brazil. A collaboration between São Paulo State University (UNESP), the Brazilian Association for International Education (FAUBAI), and other Brazilian state universities, the two-day meeting aims to introduce the PrInt program to potential international participants and discuss the implementation of the 2019 calls for current partners to increase the number of strategic partnerships as well as develop initiatives under this program.

2020-2021 Forum applications will open in the spring of 2020.
BOOK REVIEW: THE SENIOR INTERNATIONAL OFFICER AS CHANGE AGENT (2ND EDITION)

Authors: John D. Heyl & Fiona J. H. Hunter

AIEA provides timely and relevant publications to members and others including series such as Presidential, Provosts’, and SIO Perspectives; Occasional Papers; Issue Briefs; Research Agendas for the Internationalization of Higher Education; and The SAGE Handbook of International Higher Education. Most of the paper publications are available at www.aieaworld.org, and book-length publications can be purchased through Amazon. Watch for new announcements on AIEA’s website.

The second edition of The Senior International Officer as Change Agent is a welcome addition to the growing library of resources for those leading the task of internationalization and global citizenship in this turbulent and ambiguous time. The authors outline an effective argument for the need for SIOs to recognize, work within, as well as challenge their own organizational structures as they work to illuminate the value and necessity of internationalization and global citizenship. Chapters 1-3 examine critical components of the need for SIOs to lead change by fostering collaboration and partnership internally and with like-minded entities outside their institutions. Although many SIOs may not recognize themselves as change-agents (Chapter 4) or have been trained to do so, the authors demonstrate the necessity of this role and proceed to illuminate it in the remainder of the text. Chapters 5-7 shift the focus toward the actual work undertaken by SIOs for internationalization on campuses, both day-to-day and long-term, a task which requires a keen sense of balance between the daily grind of meeting compliance expectations and deadlines and the broader creative, dynamic vision-setting necessary to lead disparate stakeholders within the university and without. Creating a shared vision, understanding reticence, and the challenge of building coalitions by helping collaborators to see their role in that evolving cultural change are all critical components of SIO leadership.

In Chapters 8 & 9, the authors close with final comments and key advice from SIOs in the field. It is proposed that the SIO’s office should serve the campus community efficiently and effectively, all while acting as a good university citizen by collaborating with various other support offices. In this function, the SIO her/himself serves as a colleague: “the SIO can only lead change, not mandate it… the perception that SIOs are qualified, experienced, insightful, and respectful is a crucial element in the ability of the SIOs to lead change” (p. 55-56).

In the changing landscape of internationalization and educating students as global citizens, this text offers a both point-in-time outline of key issues facing this leadership role and a resource list that is broadly and deeply useful. For those new to SIO roles or veterans seeking a succinct outline, this book is an excellent resource.

Submitted by MaryTheresa Seig (Ball State University)

AIEA GOES GLOBAL

In embracing the more global focus of its new Strategic Plan, AIEA is engaged more globally than ever before. Over the last year, AIEA’s leadership has actively participated in conferences in China, Colombia, Ecuador, Egypt, Finland, Japan, Lebanon, Mexico, South Africa, Sweden, Taiwan, Turkey, and the United Kingdom, among other countries. In Spring 2020, AIEA leaders will also be participating in the Global Dialogue in Argentina and the FAUBAI conference in Brazil. Additionally, AIEA has been contributing to the OECD Education 2030 project. Committee members from numerous countries around the world are a major asset to AIEA, and the association is pleased to have two South American colleagues on the Leadership Ballot. In addition to the Spring 2018 Thematic Forum held in Ireland, AIEA is excited to be holding a Thematic Forum in Brazil in the coming year (see article in this newsletter). The Leadership Academy welcomed participants from 4 countries in May 2019 (the most internationally diverse cohort yet), and participants from numerous countries joined the EAIE-AIEA Transatlantic Dialogue in September 2019 in Helsinki. And of course, it is always wonderful to welcome colleagues from 50+ countries at AIEA’s Annual Conference, including delegations at the upcoming 2020 Conference from such countries as Cambodia, New Zealand, Nigeria, Pakistan and Uzbekistan. There is so much to learn from each other from all parts of the world in regard to advancing internationalization in order to make meaningful contributions to society. AIEA looks forward to continuing its global path forward.

AIEA THANKS OUTGOING BOARD MEMBERS

AIEA extends its sincerest thanks to our outgoing board members - Torian L. Lee, Leigh Poole, and Penelope Pynes - for their invaluable contributions to the association.

If you or an AIEA colleague would be interested in contributing to AIEA’s strategic development, we encourage you to participate in the next call for Leadership nominations, held annually in the fall. Serving on AIEA’s Board of Directors is an opportunity for senior international officers to set the agenda for the future of international higher education. It is a phenomenal experience for networking, engaging with strategic-level issues, and for serving the field and all who are impacted by international education.
AIEA Board Approves New Strategic Plan

On June 1, 2019, the AIEA Board of Directors officially approved a new Strategic Plan for the years of 2019 through 2023 following its Summer Meeting in Washington, D.C. As the document itself states, the Strategic Plan was designed with the goal of “further enabling AIEA and its members to lead their institutions and higher education more generally toward the kinds of innovative, transformational, comprehensive internationalization needed for the 21st century.”

The plan identifies three main strategic initiatives:

- Serve Members with Bold, Distinctive Programming and Services
- Expand AIEA’s International Engagement
- Develop and Enhance Strategic Partnerships

In outlining these initiatives, the Board writes that “AIEA will build on the commitment of its leadership, its committees and its members in order to develop specific plans of actions and achieve its specific objectives in collaboration with partner institutions, experts, and sister associations. The AIEA Board is cognizant that such a strategic plan needs to be supported by an appropriate set of means and a strong structure that is constituted of the association staff members, the board members, and the diverse committees. AIEA will strengthen these constituents in such a way they are the most appropriate and strongest team committed to succeed and to realize the AIEA vision for 2023.”

The document can be viewed in full at https://www.aieaworld.org/aiea-strategic-action-plan

Task Force on AIEA Strategic Plan
Chair: Susan Buck Sutton (Center for International and Global Engagement, ACE)
Members: Michael Brennan (Hillsboro Community College), Harvey Charles (SUNY Albany), James Cooney (Colorado State University), Kati Csoman (Juniata College), Darla Deardorff (AIEA), Hans de Wit (Boston College), Adel El Zaim (University of Ottawa), Hilary Kahn (Indiana University-Purdue University Indianapolis), Cheryl Matherly (Lehigh University), Douglas Proctor (University College, Dublin), Penelope Pynes (UNC Greensboro), Donna Scarboro (George Washington University), Jewel Winn (Tennessee State University)

2019 Board Retreat Summary

This is an exciting time to be a member of AIEA and an important time to be a member of the Board of Directors. AIEA has completed its strategic plan, an impressive document to guide the work of the organization for the next five years. This plan is a culmination of the work of the AIEA Secretariat, AIEA members, and the Board of Directors. The work of the AIEA Board is crucial toward the successful implementation of the organization’s strategic plan. Board members reflect the attributes of the AIEA membership. We are leaders in the field of international education and empowered to facilitate comprehensive campus internationalization. We also use the AIEA network to share opportunities, best practices and strategies to empower us in meeting the challenges of this work.

In recognition of this important time in the history of the organization, AIEA held a Board Retreat on May 31, 2019.

Ms. Katha Kissman, a BoardSource senior governance consultant, facilitated the board training during the retreat and conducted a workshop on governance issues. Some of the governance areas discussed were board compliance, fiscal management, fundraising, relations and retention, risk management, special events, strategic planning, and team building.

Submitted by Torian Lee, AIEA Board of Directors.

INTERESTED IN JOINING AN AIEA COMMITTEE?

Calls for committee members generally occur in the Fall of each year. Committee members serve three-year terms beginning at the in-person meeting at the Annual Conference.

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:

secretariat@aieaworld.org
PRE-CONFERENCE WORKSHOPS
AT AIEA 2020

Note: See website for further details

SUNDAY, FEBRUARY 16, 2020
8:00 AM - 5:00 PM

IIE/AIEA Workshop: Developing an Institutional Partnership Strategy
Chair: Clare Overmann
Presenters: Susan Buck Sutton, Tim Barnes

SUNDAY, FEBRUARY 16, 2020
8:00 AM - 12:00 PM

Stevens Initiative/AIEA Workshop: Strategies for Adopting Virtual Exchange on Your Campus
Chair: Mohamed Abdel-Kader
Presenter: GianMario Besana, Leonor Chiarella, MaryLou Forward

AIEA Workshop: Understanding Gender Roles in International Education Leadership
Chairs: Joanna Regulska, Helen Gaudette
Presenters: Fanta Aw, Wokie Nwabueze, Wagaye Johannes

Forum on Education Abroad/AIEA Workshop: Tough Conversations—Promoting Civil Discourse in an Age of Polarization
Chair: Melissa Torres
Presenter: Enda Carroll, Randall Martin, Gifty Ako-Adounvo

SUNDAY, FEBRUARY 16, 2020
1:00 PM - 5:00 PM

AIEA Workshop: Telling Memorable Stories to Make the Case for Internationalization
Chair: Paaige Turner
Presenter: Robert Klizek

AIEA Workshop: Beyond the Margins—Leveraging HEI’s Untapped Potential to Respond to the Needs of Refugees
Chair: Nathan Benson
Presenters: Kyle Farmbry, Tamirace Fakhoury, Colleen Thouez

AIEA Workshop: Thriving at the Top—A Career Workshop for SIOs
Chair: David Di Maria
Presenters: Pia Wood, Michael Wilhelm, George F. Kacenga

MONDAY, FEBRUARY 17, 2020
8:00 AM - 12:00 PM

AIEA Workshop: How to Implement the UN’s Sustainable Development Goals in Higher Education—Examples and Recommendations
Chair: Binbin Jiang
Presenters: Estrella Merlos, Temitope Egbelakin

AIEA Workshop: Diversity and Inclusion in a Global Context—How SIOs Can Collaborate Effectively Across Countries and Cultures
Chair: Erich Dietrich
Presenters: Andrew Gordon, Angela Paiva, Lisa Coleman

AIEA Workshop: Introduction to the Compassionate Systems Framework
Presenter and Chair: Mette Boell

2018-2019 SECRETARIAT REPORT
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Retreat (see separate newsletter article); and a fall Board Meeting November 4–5, also in Washington, DC.

• Newsletter: The Secretariat published two newsletters (Fall 2018 and Spring 2019) during the 2018-2019 membership year, both available on the AIEA website (www.aieaworld.org).

• Social Media and Web: AIEA continues to maintain an online presence through Twitter, Facebook, and LinkedIn as well as the AIEA Job Board. To better serve AIEA members, the Secretariat oversaw a back-end upgrade to the AIEA website and membership platform in the fall of 2019. The Secretariat welcomes suggestions on ways to continue meeting the needs of AIEA members through technology.

• Exhibitor and Sponsor Program: AIEA appreciates all 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.

• International Education Meet-Ups: Beginning in March of 2019, the Secretariat began hosting a quarterly series of informal networking gatherings for SIOs and IE professionals in the central North Carolina area. Three meet-ups have been held so far, with attendees hailing from institutions such as UNC-Chapel Hill, Duke University, North Carolina Central University, North Carolina State University, and Elon University.

• Member Leaders and Volunteers: Many thanks to the over 100 members of AIEA who have provided 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.
Members in the News Highlights

AIEA member Joanna Regulska’s essay “The Changing Role of the SIO: New Directions in Internationalization and Student Success” was featured in the Fall 2019 issue of the IIENetworker magazine, The New Student: Shifting the Global Education Paradigm.

AIEA President Cheryl Matherly delivered the keynote speech “The UK’s competitive position in the global HE market” at the Westminster Higher Education Forum’s policy conference "Growing international student numbers in the UK - recruitment, visa reform, student experience and career progression.”

AIEA President Cheryl Matherly co-authored the chapter "Linking Learning Abroad and Employability" in Routledge’s Internationalization and Employability in Higher Education. This volume also includes a chapter co-authored by Executive Director Darla Deardorff titled "Cultural understanding as a key skill for employability."

Executive Director Darla Deardorff has just published a new book entitled Manual for Developing Intercultural Competencies: Story Circles through Routledge and UNESCO which is available as Open Access.

The New York Times article "From Albania to Singapore, U.S. Students Look for Tailored Experiences Abroad" featured quotes and commentary from AIEA President Cheryl Matherly, Policy Advisory Committee chair Tom Bogenschutz, and members Melissa Torres, Donald Rubin, and Andrew Gordon.

AIEA member Joanna Regulska was selected as the first-ever recipient of the Senior International Officer (SIO) Award from the Institute of International Education (IIE). Congratulations, Joanna!

Members Elizabeth Brewer and Anthony Ogden co-authored the May 2019 Stylus publication Education Abroad and the Undergraduate Experience, which also features a foreword by AIEA member Brian Whalen.

AIEA member Brett Berquist was announced as a Keynote Speaker at The World of Work: IEA Employability Symposium 2019.

The April 2019 Stylus publication Integrating Worlds: How Off-Campus Study Can Transform Undergraduate Education is co-authored by AIEA member Malene Torp and features a foreword by member Jane Edwards.

AIEA Secretariat Staffing Updates:

The Secretariat expresses its gratitude to Noel Bynum and Gray Kinnier, who contributed greatly to organizational research and logistics in their respective roles as a researcher and volunteer researcher during the spring and summer of 2019. Yulisa Lin began contributing to AIEA as a researcher in the fall of 2019. Finally, congratulations to AIEA's new student office assistant Gabriella Westcott, who began her role in October 2019.

Gabriella Westcott is a Senior at North Carolina State University, where she is majoring in Spanish and International Studies, with a minor in Parks, Recreation, and Tourism. She has spent much of her free time traveling; her most transformational experience was her bridge year in Ecuador, where she lived and worked with a host family for year. This sparked her interest in international education, sustainable tourism, and sustainable service-learning. She hopes to work within those fields, promoting the importance of experiences abroad as well as working towards making them more accessible to all.