Presidential Message: SIOs and Global Responsibilities

Jenifer Cushman, AIEA President

As AIEA explores the theme “Building a Better World: The Academy as Leader,” we are led to consider our global responsibilities as international educators. Certainly, Senior International Officers (SIOs) are consumed with a large number of duties, many of which serve the mission of encouraging global awareness in our students and increasing the scope and relevance of our efforts. In fact, most SIOs could claim that much of what we do is aimed at bettering our communities and our world. As we approach our internationalization duties and global learning goals, we must do so thoughtfully, and keep in mind our larger responsibilities to the world.

The recent dissemination of a list of seventeen United Nations goals for sustainable development is an opportunity for SIOs to ask what their institutions are doing to address global responsibilities. When I represented AIEA on the panel “A wealth of nations: trends from around the world” at the European Association of International Education conference in Glasgow in September 2015, access, equity, and sustainability figured prominently in discussions by international education leaders. Environmental sustainability as expressed through the UN Goal 13: “Climate Action” can be a difficult question for international educators, for example, even as they champion Goal 4: “Quality Education” through study abroad. While study abroad is a powerful tool to connect students with the world, we must be cognizant of the potentially negative impact of large groups of students burning fossil fuels on their way, sometimes with little cultural preparation, to countries with different sociocultural expectations and challenges from their own. Senior International Officers have a responsibility to consider international partnerships in the context of UN Goal 10: “Reducing Inequalities,” and acknowledge obligations to and impact on less resourced countries as well as to less resourced students.

As head of a regional campus within a system, I am particularly interested in equity questions, and my spring message referenced the importance of extending global learning opportunities to underserved populations. Just as regional campuses are physically distant from the central campus, so too are they often marginalized in terms of ideology and resources. When regional campuses are established in other countries from the central campus, this equity question can be further complicated. A July 2014 article2 in the Chronicle of Higher Education raised the question: When is a branch campus truly local to its community? It also made explicit a missionary or colonizing assumption in the founding of many branch campuses, especially in other countries, that the central campus is the source of validity and knowledge.

So, too, must international educators acknowledge a basic inequity inherent in internationalization models that rely heavily on study abroad. Over 15 years ago, Jane Knight noted in “Issues and Trends in Internationalization” that “international education is perceived as the reserve of the elite,” and “as long as internationalization is thought of in terms of academic mobility, elitism will continue to be an issue.”3 The charge is not groundless: It is often the case that the students who study abroad are those that can afford the resources to travel and the time to take classes that might not match exactly with degree requirements. At the same time, as we consider other strategies to foster access to global learning, we should not believe in the either/or “Excellence v Equity” question suggested by the eponymous article in the March 28 issue of The Economist.4 In fact, Mary Jean LeTendre, former director of

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LEADERS IN INTERNATIONAL HIGHER EDUCATION

LETTER FROM THE PRESIDENT, CONTINUED

Title I compensatory education for the US Department of Education claimed that this is a false dichotomy, saying "Excellence in education need not mean elitism, and equity need not mean mediocrity." There are many ways to bring the world to our students, and it is our responsibility as international educators to explore all avenues to work towards Quality Education as well as all other UN goals. As we grapple with our global responsibilities within the context of our own institutions and countries and within the world, I invite you to join us in February at the annual AIEA conference in Montréal, where we continue to explore these and other issues in order to use our leadership roles in Building a Better World.

Jennifer Cushman is President of AIEA and Campus Dean and Associate Professor of German at Ohio University Zanesville.

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AIEA 2016 ANNUAL CONFERENCE

The 2016 Annual Conference will be held February 21-24 at the Palais des Congrès de Montréal in Montréal, Québec, Canada. The theme of this year’s conference is "Building a Better World: The Academy as Leader" and is chaired by AIEA President-elect Gil Latz. Hosted outside the United States for the first time in many years, the conference promises to be a rich networking and learning opportunity for those who attend from Canada, the United States and around the world.

Highlights include plenary speakers Saskia Sassen and Richard Heinzl. Heinzl is the founder of the first North American chapter of Doctors Without Borders, the Nobel Peace Prize-winning organization that has inspired a movement among medical professionals to help the world’s most vulnerable populations. For his work, Heinzl has been named one Report on Business’ Top 40 Under 40. A medical doctor from Hamilton, Ontario, Heinzl studied at the University of Toronto, McMaster University, Harvard University, and the University of Oxford. His travels and work have taken him to over 70 countries, and he is the recipient of numerous awards and honors, including a citation from the Government of Cambodia and an honorary doctorate from his alma mater, McMaster University.


A notable aspect of the conference is over 100 roundtable and panel sessions which address the conference theme of Building a Better World: The Academy as Leader and the following subthemes:

- The Role and Effectiveness of the Academy in Addressing Global Grand Challenges: climate change, religious intolerance, war, terrorism, status of women, human trafficking, public health, exploitation of labor, food security, universal education.
- Higher Education Institutions as Stewards of Place: community and economic development, non-profit collaborations
- The Role of the Academy and Community Engagement: reports on models found in select world regions
- Global Citizenship: curricula, pedagogies, assessment, innovative models
- Globalization: meaning, best practices that preserve local distinctiveness while interacting globally
- International Service Learning: meaning, best practices, assessment, impact
- Internationalization of the Academy: evidence of progress; persistent barriers, optimal practices and structures, innovation
- Funding Opportunities and Challenges: governmental support, philanthropy
- Internationalization and the Liberal Arts: place and purpose amidst increasing emphasis on professional degrees in the Academy
- University Leadership: what does effective leadership look like?

The Association of International Education Administrators is grateful to all those who help make the conference possible, including presenters, volunteers, and our Canadian host universities: Concordia University, McGill University, and The Université du Québec à Montréal. A special word of thank you goes to the sponsors and exhibitors, in particular to Diamond Sponsor ELS Educational Services.

For more information on workshops and conference-related events, see pages 4-6.
SECRETARIAT REPORT

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), coordinating and organizing the annual conference, as well as maintaining all daily operations (communications, membership, finances, administration) for the organization through three staff members, Executive Director Dr. Darla K. Deardorff, Assistant Director Dafina Blacksher Diabate (as the only full-time staff member), and Program Associate Katy Rosenbaum. Here are some of the areas of involvement of the AIEA Secretariat over the past year:

- AIEA membership is continuing to grow with a 5% increase in members. There are currently 860 members (as of October 31, 2015), up from 818 at the end of 2014, including 439 institutional members, up from 425 in 2014. AIEA is in the process of changing the membership year from a calendar year of January-December to the academic calendar of July- June. Members should plan to renew before the June 30, 2016 deadline to keep their membership current.

- AIEA was pleased to launch the inaugural SIO Academy at Duke University in May 2015, organized by the AIEA Secretariat under the guidance of the Academy Faculty of Gil Merkx, Riall Nolan, Nell Pynes and Pia Wood.

- Executive Director Darla K. Deardorff provided visibility to AIEA through invited talks and presentations at numerous venues in 2015 (most at no or little expense to AIEA), including at the Conference of the Americas in Ecuador, the IAU Internationalization Conference, as a keynote speaker at NASPA’s International Symposium, and at other conferences throughout the world. She also served as a Senior Fulbright Specialist in August at Nelson Mandela Metropolitan University and at AIEA’s sister association, IEASA, in South Africa.

- The Secretariat supported the publishing of the revised Research Agenda series, which will debut in November 2015.

- AIEA completed the sixth cohort of AIEA Neal Presidential Fellows and launched the seventh cohort of Fellows.

- The Secretariat supported the inaugural year of the Senior Advisers Program and supported the second iteration of the program which includes five Senior Advisers and 16 advisees.

- AIEA supported the Thematic Forum competition and awarded four Forums for the 2015-2016 year.

- The Board met three times, including an on-line meeting in May, and in-person meetings in February and November (the latter hosted at Duke University).

- The Secretariat published two online newsletters available on the AIEA website (www.aieaworld.org).

- The Secretariat provided support to the board in finalizing the AIEA Implementation Plan and in updating AIEA’s legal documents, including revised By-laws which were approved by vote of the membership at the 2015 Conference (all documents available on the AIEA website).

- AIEA continues to be an active member of both the Network of International Education Associations (NIEA) and Global Dialogue in January 2016, hosted by AMPEI in Mexico and maintains partnerships with other sister organizations including American Council on Education (ACE), Association of American Colleges & Universities (AAC&U), the Institute for International Education (IIE), EducationUSA, and the European Association of International Educators (EAIE).

- AIEA appreciates the loyal support from the 16 sponsors from the previous year who continue to support the annual conference and welcomes 2 new sponsors for the coming year. The 2016 conference features ELS Educational Services as the Diamond sponsor for the event, along with QS and Group of Eight as the Platinum sponsors. Demand for exhibitor space continues to run high, as we already maintain a waitlist for the limited remaining spots. AIEA values the important role sponsors and exhibitors play in the success of the conference.

- AIEA continues its online presence through Twitter, Facebook, and LinkedIn. The AIEA website now features an online Job Board. Suggestions are welcome as to ways to continue to meet the needs of AIEA members through technology.

- 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.
AIEA Pre-Conference Workshops

Full workshop descriptions are available at the AIEA website.

**IIE/AIEA Workshop – Implementing Strategic International Partnerships**

This workshop focuses on how to prepare your institution to develop strategic and sustainable international partnerships, providing in-depth models and lessons learned from experienced partnership practitioners.

*Workshop Presenters: Clare Banks, Susan Buck, & Tim Barnes*

**COIL/AIEA Workshop – Developing Leadership in Implementing COIL and Virtual Exchange Internationalization Initiatives**

The COIL Center’s Director, presenting with US and Japanese SIOs developing COIL at their institutions, will engage participants in exploring how Collaborative Online International Learning (COIL) can be implemented on their campuses with international partners, how it can be linked to study abroad, and the potential pathways and pitfalls to its success.

*Workshop Presenters: Natalia Dyba, Keiko Ikeda, & Jon Rubin*

**EducationUSA/AIEA Workshop – Around the World – Stops in Southern Europe, Asia and Sub-Saharan Africa**

One aspect of internationalization is constructing a diverse program that offers a blend of cultures, varied voices in classrooms, research and partnerships, and the information provided in this workshop will be most useful to higher education institutions interested in promoting cultural diversity, developing or enhancing partnership and exchange strategies, new markets, and recruitment plans in Southern Europe, East Asia and the Pacific, and Sub-Saharan Africa.

*Workshop Presenters: Clara Priester, Cheryl Francisconi, & Christina Chandler*

**AIEA Workshop – Moving to the Center: Five Strategies for Strengthening Institutional Commitment to Global Initiatives**

The importance of global competencies for students is widely acknowledged, yet few institutions place international programs at the center of their strategic planning, funding, and staffing for internationalization and global engagement. Workshop participants will: describe their institutional contexts and how change is accomplished; identify styles for influencing others; and examine the characteristics of effective change agents.

*Workshop Presenters: Victoria Jones, Jun Liu, & Susie Bender*

**AIEA Workshop – International Service Learning: Campus Strategies for Faculty Development and Student Learning**

In this interactive session participants will gain a deeper understanding of International Service Learning (ISL) pedagogy; increase their knowledge of resources to support ISL-related faculty development, learning assessment and research; and draft an action plan to integrate ISL as part of their own internationalization work.

*Workshop Presenters: Julie A. Hatcher, Mary F. Price, Leslie A. Bozeman, & Gil Latz*

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**AIEA 2016 Annual Conference Registration Deadlines:**

- Early Registration Deadline: December 15
- Regular Registration Deadline: January 21
- Last Day to Register Online: February 6
- Hotel Reservation Deadline: January 29


ACE-AIEA INTERNATIONALIZATION COLLABORATIVE

FOUNDATIONS FOR GLOBAL LEARNING: INNOVATION IN THE GENERAL EDUCATION CURRICULUM

FEBRUARY 20, 2016
LE WESTIN MONTRÉAL

The Internationalization Collaborative is a one-day conference that intensely focuses on a single aspect of campus internationalization. It is designed for any campus leader with a strong commitment to the internationalization of their institution.

Building on themes developed during the 2015 convening, the 2016 meeting of the Collaborative will focus on the courses and co-curricular experiences that are required of all undergraduate students. Typically known as the general education curriculum in the United States, these experiences are increasingly the focus of innovation and experimentation.

Designed to complement the themes of the AIEA Annual Conference, the program will begin by highlighting the views of senior leadership and their approach to curriculum internationalization. We will learn how presidents and provosts think about general education requirements, how and when they decide to evaluate their goals and effectiveness, and how they design the processes and systems that lead to review and improvement.

Over the course of the day, we will increasingly focus on the practical questions facing internationalization leaders, including:

• What are the opportunities and challenges that I will face when using the general education curriculum to advance international learning?
• What innovative, cost-effective pedagogical tools are available for providing an international experience to all students?
• How can I contribute to the development of international learning goals that are broadly supported by administrators and faculty?
• How can I contribute to a broader discussion of learning goals in the general education curriculum—goals that may not include international learning as the top priority?
• How do I stimulate innovative approaches to international teaching and learning among our faculty? Do I need a faculty development plan?

For more information and to register for the ACE-AIEA Internationalization Collaborative, visit the ACE website.

Note: This event requires separate registration.

2015-2016 AIEA PRESIDENTIAL FELLOWS

The Association of International Education Administrators (AIEA) is pleased to announce the five senior international officers who have been selected as the seventh cohort of AIEA Presidential Fellows: Imara Dawson of Ball State University; David Di Maria of Montana State University; Jane Gatewood of The University of Rochester; Lisa Lancia of Fordham University; and Paulo Zagalo-Melo of the University of Montana.

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 2015-2016 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 2015-2016 Mentors bring extensive knowledge, experience, and expertise to the program. The Mentors include AIEA Past President Harvey Charles of the State University of New York, Albany; James Cooney of Colorado State University; Amy Gadsden of the University of Pennsylvania; Kavita Pandit of the University of Georgia, and Jeff Riedinger of the University of Washington (Seattle).

Biographies of the Presidential Fellows and Mentors are available at the AIEA website. Applications for the 2016-2017 cohort of AIEA Presidential Fellows will be due on May 1. Application details are on the AIEA website.
Pre/Post Conference International Education Events in Montreal

One exciting benefit to Montreal hosting the 2016 AIEA Conference has been partnering with local organizations that offer opportunities for further collaboration before or after the AIEA Annual Conference. For more information on these opportunities, visit the AIEA website.


Presented by Universities Canada and the Department of Foreign Affairs, Trade and Development of Canada

Monday, February 21, 2015 • 8:00-10:00 am
Palais des Congrès de Montréal
Registration for this event is an option on AIEA Conference Registration ($25 USD additional fee required)

This breakfast dialogue is targeted at senior international education leaders from American and Canadian universities and colleges (SIOs and ILOs) wishing to deepen their knowledge of key internationalization trends, issues and best practices across North America. Using a comparative point of reference, the discussion will examine such issues as: defining international learning outcomes; addressing equality and access in internationalization, including participation of under-represented groups; and the evolution of international research collaboration as an institutional driver of internationalization. Each dialogue topic will be presented and framed by an expert panelist, and followed by guided small group discussions.

Free Campus Visits

AIEA is pleased to partner with local Montréal institutions to offer free campus visits after the conference ends on the afternoon of Wednesday, February 24. Attendees can register for these visits as a part of AIEA Annual Conference registration. These visits take place from 3:00 pm to 6:00 pm on Wed, Feb 24. Be sure to sign up for this unique and free opportunity for conference attendees.

Campus visits: Concordia University, McGill University, Université du Québec de Montréal

Additionally, Cégep Dawson (Dawson College) is hosting a Cégep Partnership Event for conference attendees interested in learning more about the Cégep system (most similar to community colleges) and how to partner with these institutions.

Registration for these events is an option on AIEA Conference registration. Information about these events, including contact information for questions is available at http://www.aieaworld.org/2016-pre-post-conference-events

Internationalization of Research in Francophone Universities: Challenges and Opportunities

Thursday, February 25 • 9:30 am-4:30 pm
Université du Québec in Montréal
Registration Fee: $95 CDN
Event Language: French

For more information, and to register for this event, visit http://www.international.uqam.ca/Pages/aiea_fr.aspx.

The internationalization of research has become for most universities a pressing priority. It has led many institutions to experiment with various organizational models, to create and take part in consortia and partnerships, and to invest in a variety of joint activities with other institutions. For non-anglophone universities, the challenges are even greater. Rankings of all sorts and international recognition are most of the time based on publications in English, bilingual or multi-lingual joint degrees and activities create serious problems for students and faculty, and academic partnership can be restrained by linguistic abilities of the participants. What can be done? Are there models and systems that can mitigate the difficulties of performing in a language other than English? Francophone and non-English institutions from all over the world are invited to discuss those issues in a one-day symposium at Université du Québec in Montréal. Proceedings will be in French, and the venue is easily reachable by metro from the Palais des Congrès.
AIEA Committee Reports

Strategic Issues Committee

The Strategic Issues Committee developed and delivered a preconference workshop entitled “Moving to the Center” at the 2015 Annual Conference. Strong attendance and favorable evaluations of the 2015 workshop has inspired the committee to propose a follow-up workshop for the 2016 conference. The vibrant conversations during the workshop were also the inspiration for an Issues Brief of the same title (available on AIEA’s Website) that was written by members of the committee, Susie Bender and Victoria Jones. This initiative to publish a summary of the workshop reflects an intentional effort on the part of the committee to address the knowledge capture priority articulated in the AIEA strategic plan.

The Strategic Issues Committee also set for itself the goal of putting in place mechanisms for defining and exploring strategic topics of importance for the AIEA membership. The intent is twofold: 1) to furnish an analysis of this information to the AIEA leadership so that it might inform decisions about future directions for the Association, and 2) to provide opportunities for enhanced understanding of the most strategic issues impacting the work of AIEA membership. To initiate this initiative, members of the committee delivered a roundtable session entitled “Strategic Issues that Keep SIO’s Awake at Night” for the 2015 Annual Conference during which time members brainstormed issues and prioritized them. Members of the committee, who also serve on the AIEA Board, requested time at AIEA Board meetings to regularly solicit the board members’ ideas on the most pressing strategic issues. Finally, the committee developed a protocol and interviewed representatives from Sister Associations to gather their input on pressing strategic issues. In preparation for the 2016 conference, committee members have again proposed a roundtable on strategic issues. During this roundtable session, members plan to share a piece summarizing the issues drawn from the diverse dialogues facilitated throughout 2015.

Committee members: Christa Olson, Chair (Drake University), Susan Bender (University of Idaho), Danny Damron (Brigham Young University), Victoria Jones (Seattle University), Hilary Kahn (Indiana University), Alba De Leon (Palo Alto Community College), Jun Liu (Georgia State University), and Martin Gerardo Velázquez Osuna (Tecnologico de Monterrey).

Submitted by Christa Olson, Chair and Hilary Kahn, Vice Chair

Leadership Development Committee Report

AIEA’s Leadership Development Committee provides programming through diverse avenues (including mentoring, dialogues, webinars, and workshops) to address the needs of new SIOs, defined as those within the first 3-5 years as an SIO or those who have a new SIO position with an enhanced portfolio. Committee members solicit input from the various presentations at the AIEA annual Conference and develop ideas and resources in order to effectively capture knowledge that is generated through various AIEA venues.

AIEA members have traditionally had a continuum of mentoring opportunities offered by AIEA. At one end of the mentoring continuum, members have an opportunity to send a question to the listserver for feedback from members and on the other end of the continuum they can apply to be a Neal Presidential Fellow. Recently, two new opportunities were added to the continuum: The Senior Advisers Program and AIEA Academy for new SIOs.

The Senior Advisers Program, implemented under the leadership of Paaige K. Turner and Shelley Stephenson, involves experienced members serving as mentors to small groups of new AIEA members seeking guidance. (The inaugural program had six Senior Advisers and 23 advisees.)

In May, we successfully held the first AIEA Academy for new SIO’s at Duke University. Congratulations to the inaugural class: Deryle Hope, Jeffrey Hamilton, JR Swanegan, Florence Leclerc-Dickler, GianMario Besana, Solon Simmons, Kurt Jefferson, Leigh Poole, Lauren Clarke, Lydia Lazar, Po Hu, Imara Dawson, Melissa Schuessler, Amy Reil, and Tania Teflov. The faculty for this year’s Academy were: Gil Merkx, Duke University; Riall Nolan, Purdue University; Penelope Pynes of UNC-Greensboro; and Pia Wood, University of Tennessee-Knoxville. Special thanks to Uliana Gabara for providing the keynote. Interested in the next Academy? Save the date: May 2-6, 2016. More information about applying will be forthcoming in January 2016.

For more information on AIEA’s professional development opportunities visit the AIEA website.

Committee Members: Penelope Pynes, Chair (University of North Carolina Greensboro), E. Annelli Adams (California State Polytechnic University, Pomona), Kati Bell (Dominican University of California), Helen Gaudette (Queens College), Kline Harrison (Wake Forest University), Meredith McQuaid (University of Minnesota), Joanna Regulska (UC Davis), and Paaige Turner (Webster University).

Submitted by Penelope Pynes, Chair

Editorial Committee

The Editorial Committee reviewed a number of submissions for publication in the last six months, several of which now appear on the AIEA publications web pages. These include:

Presidential Perspective Series: Interview with Roseann O’Reilly Runte, President, Carleton University, Canada

Provosts’ Perspectives Series: Interviews with Peter McCagg, Akita International University, Japan; Marilza Vieira Cunha Rudge, Universidade Estadual Paulista,
Brazil; and Mette Hjort, Lingnan University, Hong Kong.

**Issue Briefs:** Moving to the Center: Five Strategies for Strengthening Institutional Commitment to Global Initiatives, by Susan Bender, University of Idaho; and Victoria Jones, University of California—Irvine; Ten Quick Tips for Working with Education Abroad Providers, by Tony Ogden, University of Kentucky

Additionally, the Committee has launched a series on **Research Agendas for the Internationalization of Higher Education.** The initial agendas are:

- **A Research Agenda for Inbound Mobility: Understanding the International Student Experience on U.S. Campuses,** by Robin Sakamoto, Kyorin University; and **Toward a Research Agenda** for U.S. Education Abroad, by Anthony Ogden, University of Kentucky.

The Committee encourages the submission of pieces that will broaden the discussion on the internationalization of higher education beyond the U.S. context.

The Committee would also like to thank the reviewers who provided valuable feedback as the first two publications in the series were developed, and to recognize in particular the contribution of the late Joe Brockington in providing valuable insights into research priorities, gaps, and needs related to U.S. education abroad.

Finally, the Editorial Committee is developing two new series related to SIO experiences, perspectives, and professional trajectories. Look soon for video interviews facilitated by Joan Gore with long-time institutional members in the coming years and for a call for submissions to an interview series with current SIOs.

**Committee Members:** Elizabeth Brewer, Chair (Beloit College), Megan Brenn-White (The Brenn-White Group), Esther Gottlieb (The Ohio State University), Kevin Kinser (SUNY Albany), Ross Lewin (University of Maryland), Tony Ogden (University of Kentucky), Leigh Poole (Winthrop University), Robin Sakamoto (Kyorin University), and Bernhard Streitwieser (George Washington University).

Note: Several members, including the chair, will rotate off the Committee as of the February 2016 AIEA meeting, and a call for nominations will soon be announced via the AIEA listerv.

*Submitted by Elizabeth Brewer, Chair*

**Advocacy and Public Policy Committee**

AIEA Advocacy and Public Policy Committee members have in recent months focused on federal issues, in particular the pending reauthorization and rewrite of the **Higher Education Act** (HEA), which has provided bedrock support for international education in U.S. institutions since enactment in 1965. Title VI in particular has supported foreign language and area studies training for decades, and new programs and priorities have been authorized as the international landscape has changed. Unfortunately, funding has not kept pace, and many of these programs remain either unfunded or underfunded.

Working with partner organizations through the **Coalition for International Education**, AIEA has focused its efforts on informing legislators and their staffs of the critical role HEA programs continue to play in sustaining the international education infrastructure, and ways that programs authorized through the Act complement funding through other federal agencies. The Coalition is developing suggestions on ways to help streamline and update the Act in light of foreseeable challenges and critical needs.

To this end, the Coalition organized and sponsored a **Briefing on Capitol Hill** on September 21, 2015. The briefing drew more than 80 staffers and legislators and was highly successful in spotlighting the needs and accomplishments of supported in part through the HEA. The forum, entitled **U.S. Global Competence: The Role of International and Foreign Language Programs**, chaired and organized by Coalition consultant Miriam Kazanjian, featured panelists:

- **Dr. Anne Betteridge**, Director of the Title VI supported Center for Middle Eastern Studies at the University of Arizona, and Associate Professor in the School of Middle Eastern and North African Studies
- **Dr. Stephen Hanson**, Vice Provost for International Affairs, and Director, Reves Center for International Studies, College of William & Mary
- **Dr. Tomas Hult**, Professor of International Business, and Director, Title VI Center for International Business Education and Research, Eli Broad College of Business, Michigan State University
- **Ms. Nicole Naditz, M.ED**, Foreign language teacher at Bella Vista High School, Sacramento, California, and 2015 National Language Teacher of the Year

Briefing packets for the Capitol Hill meeting are available through the AIEA website here: **Briefing Packet**. (http://tiny.cc/aieabrief)

*Committee members: Thomas Bogenschild, Chair, Mimi Barnard (Belmont University), Thomas Bogenschild, William Lacy (UC Davis), Gilbert Merkx (Duke University), James Myers (Rochester Institute of Technology), Norm Peterson (Montana State University), Laurel Stavis (Dartmouth College), and Daniel Weiner (University of Connecticut)*

*Submitted by Thomas Bogenschild, Chair*

**Membership Committee**

It goes without saying that a vibrant and diverse membership base is essential to the existence of AIEA. For that reason, AIEA has set the goal and devised an implementation plan to strengthen and diversify its institutional members in the coming years by recruiting new SIOs and increasing the institutional members.
As of October 31, 2015, there were 860 total current members in AIEA inclusive of all categories, of which 439 are institutional members. As the Strategic Implementation Plan was finalized in February 2014, the goal is to double the institutional membership by 2018 from its 2012 membership of 334. While we have made some progress towards that goal, more efforts and strategy are needed to realize our goal. This topic was discussed at the May 2015 Board meeting with the revised realistic goal of 600 institutional memberships by 2018.

As the role of the SIO continues to evolve and expand at higher education institutions around the world, it is important that we focus on recruitment of a diverse group of SIOs so that the organization can effectively address significant issues in international education. Keeping this in mind, AIEA President Jenifer Cushman convened a Membership Outreach Subcommittee meeting on July 13, 2015. Volunteers for the subcommittee were recruited at the May board meeting and included – Betsy Brewer, Alba DeLeon, Jeet Joshee, Judith Pennywell, and Jennifer Robertson. The following topics were discussed and agreed for follow up action:

• Gather and disseminate information on institutional type of current members, including small liberal arts colleges, regional campuses, community colleges, HBCUs, Hispanic-serving institutions, and international institutions so that we can begin to benchmark.
• Conduct a survey by the membership committee to identify some of the needs of such institutions.
• Present a session about AIEA emphasizing the benefits of AIEA at various conferences such as – AACC, AAC&U, CCID, Diversity Abroad, HACU, NADOHE, as well as NAFSA regions.
• Present sessions at AIEA to various audiences such as – liberal arts, community college.
• Identify international education leaders who may not fit the SIO definition but might be considered as SIO in their organizations.
• Develop marketing materials explaining the benefits of AIEA including editing the AIEA video.

Committee members: Jeet Joshee, Chair (California State University, Long Beach), Grant Chapman (Kansas State University), Carol Fimmen (Alamo Community Colleges), Daniel Kratochvil (University of Wollongong in Dubai), Jennie Lang (University of New South Wales), Cornell Menking (New Mexico State University), Elisabeth Morgan (Eastern Michigan University), Joanna Regulska (UC Davis), and T. Joan Robinson (Morgan State University).

Submitted by Jeet Joshee, Chair

The Association of International Education Administrators held the inaugural AIEA Academy for New Senior International Officers, co-hosted with the Duke Center for International Studies (DUCIS), which took place in Durham, NC, from May 11-15, 2015. This training program is designed for administrators in the first five years of their current appointment.

The participants (see Leadership Development Committee Report on page 7 for the list of participants and faculty) participated in sessions that covered the following thematic topics: Relations with the administration, Involving faculty, Making alliances, Programs and partnerships, Communications, Assessment, Resources, Strategic planning, and Career decisions.

Participants gave overwhelmingly positive feedback about the Academy, saying:

“This was a personally transformative event for me. It was also professionally transformative. It has re-energized me and will be a benchmark in my career going forward.”

“The Academy is the best professional development program I participated in the last few years.”

“I now have a network of peers I can rely on, and the networking and validating challenges and experiences with colleagues was quite valuable.”

“What was most valuable from the Academy? Learning from the faculty who were so open with their wisdom and were around the table with us. We had great discussions with colleagues and were able to present problems and solve them together. The group was outstanding.”

The 2016 AIEA Academy for New Senior International Officers will take place May 2-6, 2016. Application information and deadlines will be on the AIEA website this winter.
AIEA Thematic Forums

AIEA IS PLEASED TO ANNOUNCE THE FOLLOWING FOUR THEMATIC FORUMS FOR 2015-2016:

• Inclusion and Diversity in Study Abroad: How to Create an Inclusive Environment, hosted by SIT Study Abroad

• Leveraging Industry Partnerships in a Global Context for Student and Faculty Success, hosted by NC State University

• Comprehensive University Internationalization: Strategies for East and South Asia, hosted by Bryant University

• Global Learning Through the Co-Curriculum, hosted by Virginia Commonwealth University

Congratulations to these institutions on receiving this competitive award. For details on the Thematic Forum Program, visit the AIEA website (http://tiny.cc/aieaforums). More information about upcoming Thematic Forums is also available online (http://tiny.cc/2016forums).

COMPREHENSIVE UNIVERSITY INTERNATIONALIZATION: STRATEGIES FOR EAST AND SOUTH ASIA

Thematic Forum sponsored by AIEA and the U.S.-China Institute at Bryant University
November 12-13, 2015

Bryant University in Smithfield, RI will host “Comprehensive University Internationalization: Strategies for South and East Asia” on November 12th – 13th, 2015. The forum will include presentations and discussions from highly distinguished experts in their respective fields and two keynote speeches. The four sessions of the forum are: “The Dynamics of South and East Asian Education Systems,” “Student Recruitment and Student Mobility,” “Challenges for Asian Students in American Universities,” and “Permanent Presence in East and South Asia” (Branch Campuses & Centers).

GLOBAL LEARNING THROUGH THE CO-CURRICULUM

Thematic Forum sponsored by AIEA and Virginia Commonwealth University
March 17-18, 2016

This forum, intended for SIOs, Deans, and Student Affairs leaders, will focus on the rich potential for global learning on campus beyond the classroom, including intentional and structured collaborations between international and domestic students. Co-curricular programming as a locus for internationalization is emerging as a highly effective platform for achieving global learning outcomes and merits significant attention. Participants will hear from speakers representing multiple institutions and perspectives, including leaders in Global Education, Students Affairs, and Academic Affairs, from large and small, public and private, traditionally residential and non-residential campuses. Sessions will be highly interactive, with opportunities for both high-level conversations about the advancement of global learning outcomes on campuses and both proven and emerging strategies for globally engaging domestic and international students in classrooms, campuses, and communities, both face-to-face and virtually. There will also be opportunities for casual conversations on topics of common interest, such as over dinner at a local restaurant in Richmond’s excellent Virginia Museum of Fine Arts.

LEVERAGING INDUSTRY PARTNERSHIPS IN A GLOBAL CONTEXT FOR STUDENT AND FACULTY SUCCESS

Thematic Forum sponsored by AIEA and North Carolina State University
March 21-22, 2016

This Forum allows International Education leaders to explore opportunities to enhance student success and faculty engagement through innovative partnerships with industry, nonprofits, and the private sector. NC State is uniquely positioned to offer the forum due to extensive partnerships in the Research Triangle area that allow new levels of global competitiveness and competence among students, faculty, and staff.

With resources for internationalization becoming more limited each year, industry partnerships open new opportunities for students and faculty to engage with businesses in a global context to prepare graduates for the world economy.

Senior International Officers, directors of international programs, faculty members, and industry leaders will:

• Explore opportunities and challenges of industry partnerships in international education.

• Learn about examples and plan ways to connect students with industry in a meaningful global context.

• Hear about experiences of international student entrepreneurs.

• Collaborate on industry connections relating to faculty excellence.

THEMATIC FORUM REPORT: INCLUSION AND DIVERSITY IN STUDY ABROAD: HOW TO CREATE AN INCLUSIVE ENVIRONMENT

On Tuesday, August 4, 2015, SIT Study Abroad hosted an AIEA Thematic Forum entitled “Inclusion and Diversity in Study Abroad: How to Create an Inclusive Environment”, on its Brattleboro, Vermont campus. The day-long discussion came as Higher Education Institutions (HEIs) across the country, including SIT, have been making major, institution-wide commitments to inclusion through scholarships, student support programs, curricular changes, and more.

Through panel and small-group discussions, interactive activities, and a keynote address by Michael Benitez Jr. of the University of Puget Sound, the forum provided support...
CALL FOR NEWSLETTER CONTRIBUTIONS

Do you have articles you’d like to contribute to the international education field? Information or resources that would be helpful to colleagues? AIEA members are invited to contribute articles, news, and announcements related to international education in this online newsletter. To submit items, email: aiea@duke.edu.

Submitted by Robin Helms, ACE

NEW RESEARCH FROM ACE’S CENTER FOR INTERNATIONALIZATION AND GLOBAL ENGAGEMENT (CIGE)

In fall 2015, CIGE released three new reports as part of its CIGE Insights series:


- **Internationalizing the Tenure Code: Policies to Promote a Globally-Focused Faculty** examines how institutions have incorporated internationally-focused criteria into their tenure and promotion polices. Based on an analysis of 91 policy documents, the report includes examples of language used, information about trends in focus and content, and strategies for implementation.

In addition, we have posted a new installment in our on-line feature, **Internationalization in Action**. “Global and Intercultural Education in the Co-Curriculum” discusses co-curricular global and intercultural learning outcomes, program models, and resources, with examples from a variety of institutions. This and previous installments of IIA are available to download here, (http://tiny.cc/IZNinAction).

Finally, we are excited to announce that the fourth iteration of ACE’s Mapping Internationalization on US Campuses survey will launch in January 2016. Conducted every five years, the Mapping study assesses the current state of internationalization at American colleges and universities, analyzes progress and trends over time, and identifies future priorities. Click here for more information, and to make sure your institution is included. (http://tiny.cc/mappingIZN)

Submitted by Robin Helms, ACE
Who Are SIOs?

Excerpted from “The Growing Role of Senior International Officers” in University World News 17 April 2015 (http://tiny.cc/SIO_Role)

Top university administrators are almost invariably internationalization advocates who view global activities as critical for success in the future. Thus, many institutions have created senior administration positions with a mandate to make internationalization happen at the university.

At most institutions, senior international officers are a fairly recent invention, emerging in significant numbers only during the past several decades.

Their titles vary – some are directors, others are deans, assistant or associate vice-presidents or provosts – but the gist of the position is the same: lead global initiatives at the campus-wide level and ensure that the institutions meet their strategic mission related to internationalization.

To determine a clearer picture of senior internationalization officers and their roles, the Association of International Education Administrators, or AIEA, has surveyed its membership periodically over the past decade.

The most recent edition of the survey, directed by Darla K Deardorff, AIEA Executive Director, and compiled by CK Kwai, shows a professional field that has both similarities and diversity in the roles related to internationalization.

One of the more remarkable findings is that because of the increased resources that universities are devoting to these roles, the survey showed 50% of respondents had been in their SIO position for fewer than five years. Yet those who fill the growing number of positions are not new to administrative positions, with around 60% of SIOs being between the ages of 51 and 65.

These are seasoned academics and half hold tenured positions at their university – placing them in the growing category of academic-administrators who understand both the history and the future of the university.

Unlike other emerging fields like marketing and social media, leadership at this pivotal position largely remains the domain of established academics, although the average age of SIOs does show some signs of slowly dropping. And their positions are rising in importance.

According to the AIEA survey, over half of SIOs saw new positions in their field created with increases in the prestige of the role. Reflecting this trend, the titles held by SIOs have changed significantly from 2011. Although “Director” was the most reported title (25% of respondents), there has been a growth in the numbers of SIOs with the title of Associate or Assistant Vice President/Chancellor/Provost (24%) and following these was Vice President/Chancellor/Provost (18%).

by Daniel Kratochvil and Grace Karram Stephenson
Becalos Program Creates the First Private Mexico-US Mobility Program as Part of FOBESII

In 2013, the presidents of Mexico and the United States announced the creation of the U.S.-Mexico Bilateral Forum on Higher Education, Innovation, and Research (FOBESII). Through government alliances, higher education partnerships, community and private initiatives, FOBESII promotes academic, technical, and scientific exchanges between both countries. FOBESII also stimulates English learning, contributes to research, and promotes the development of a competitive joint labor force.

For the first time in history, Becalos, in collaboration with the Public Ministry of Education (SEP), Santander Universities, Proyecta 100,000, and the United States Embassy in Mexico, implemented a mobility program entitled SEP-Becalos-Santander Universidades. In 2014, this program granted full scholarships to the top 300 students from five bilingual technical universities in Mexico. These 300 students traveled to the United States and completed one semester of study at one of six community colleges. Community colleges participants for 2014 were: Alamo Community Colleges, Pima Community College, Skyline Community College, Nassau Community College, Northcentral Technical College, and Fox Valley Community College.

As a result of this exchange, participants in the 2014 program improved their English language capabilities and showed significant development in other academic areas. During the semester, students participated in leadership programs, cultural events, and academic and professional conferences. Additionally, students took part in community service and service learning activities. Each component of the exchange offered students the opportunity to appreciate a new culture and to live an experience that, without a doubt, positively impacted their lives.

Becalos reiterates its commitment to Mexican students through the continuous program improvement that recognizes participants based on their academic excellence. For 2015, 225 students from 11 technical and polytechnical Mexican universities received full scholarships to participate in the second generation of the SEP-Becalos-Santander Universidades program. These students are currently studying at the following U.S. community colleges: Alamo Community Colleges, Pima Community College, Fox Valley Community College, Fulton Montgomery Community College, Broome Community College, Seattle Central Community College, and Indian Hills Community College.

The continued positive results of this mobility program are proof of the successful collaboration between U.S. and Mexican education institutions. It is this collaboration that guarantees the successful education and training that participants need in order to be better prepared to confront and overcome the world’s future challenges. These collaborative efforts also ensure that educational relationships continue to develop a foundation between historic neighbors with burgeoning economies and societies.

Submitted by Maggie Suarez, Coordinadora de Programas de Movilidad Internacional Bécalos, Fundación Televisa

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AIEA WANTS TO HEAR FROM YOU!

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

Email aiea@duke.edu today!

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Dafina Blacksher Diabate, Assistant Director
Katy Rosenbaum, Program Associate

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 aiea@duke.edu with information for inclusion on the website.

SELECTED UPDATES FROM MEMBERS IN THE NEWS:

AIEA Treasurer (and Past President) Gil Merkx and AIEA member Riall Nolan's book *Internationalizing the Academy: Lessons of Leadership in Higher Education* now available from Harvard Education Publishing Group. This is the first book to offer a detailed look at efforts to bring ambitious and expanding portfolios of international programs to US campuses. Contributors include AIEA Past Presidents John Heyl, John Hudzik, Maria Krane, Uliana Gabara, Maria Krane, Bill Lacy, Jack Van de Water and longtime AIEA members Howard Rollins and and the late Joe Brockington.

AIEA member Rahul Choudaha presented on “The Rise of ‘Glocal’ Students and New Models Of Transnational Education” at *OECD Conference on Higher Education Futures* in Singapore. He also was published in the Guardian in “How China Plans to Become a Global Force in Higher Education,” an article that shares three major trends related to the internationalization of Chinese higher education that will help institutions create informed strategies.

AIEA Executive Director Darla K. Deardorff, AIEA Board Member Cheryl Matherly and AIEA members Rajika Bhandari and Colleen Thouez published in the 2015 Fall issue of *IIENetworker*.


The June 2015 issue of *INSIGHT into Diversity* features global education and includes articles featuring 2015 AIEA Workshop presenters Marilyn Mobley and Andrew Gordon and AIEA members Natalia Dyba and David Fleshler.