Twenty Years 1981-2001

by Thomas H. Hoemeke
February 2001

Dear AIEA Colleagues:

With a keen sense of our shared professional history, we are very pleased to offer to members and friends, this review of the first two decades of the Association of International Education Administrators.

AIEA began in 1982 with a vision to provide a forum for experienced campus leaders in international education to share the challenges and promise of their field. Twenty years later — with the explosion of campus interest in international partnerships of all kinds, the end of the Cold War, national debates on immigration regulatory reform, policy discussions on the national need for area studies and foreign language expertise, the development of the WorldWideWeb, recent expansion of study abroad participation and a rapidly emerging literature on the impact of globalization — this vision is more relevant than ever before. Increasingly, our institutions recognize that all effective colleges and universities in the 21st century must be global institutions. AIEA provides that crucial forum for educational leaders to explore their institutions path to this global future.

As is often the case with histories of this sort, pictures tell us as much about the organization as does the commentary. The faces of colleagues — founders, leaders, supporters, exhorters, members — some no longer with us, are who we have been and what our association will become. An organization that finds so much of its distinctive strength in person-to-person networking and support properly presents its pictorial side with real pride.

We offer very special thanks to Tom Hoemeke, former AIEA President (1992-1993) and compiler of this history, for devoting a rare administrative sabbatical to this project. Tom has brought to bear his broad associational experience to jog the rest of our memories, thus giving our history this informative and attractive shape.

The next twenty years will certainly challenge AIEA members as much as its first twenty. Having established its institutional identity and special professional strengths over the years — and having articulated a strategic vision for the years ahead — we are well positioned to make our mark on the global age that lies before us. Let us continue our work — and our commitment to each other and our field — with the passion that our times require!

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Early History

"If twenty universities in the United States can ever agree on a single issue in international education their position will be adopted by the United States Government," quoted by Joe W. Neal in the May, 1983, issue of the Journal of the AIEA (1), generated one of the most provocative and interesting discussions in the development of international education in post-World War II United States.

Now long after World War II, during the infancy of the "field" of international education, colleges and universities clearly recognized the need to think and act cooperatively. The US government was busy trying on new ways of guiding and funding international diplomacy that included a role for higher education. What Josef Mestenauer calls the "Golden Era of Exchange" (2) was underway. The Fulbright program was born; unprecedented and growing numbers of foreign students and scholars were coming to the US; large scale government-funded education development projects sprouted up in developing nations. New associations and organizations were founded to aid and guide institutional responses to this new environment.

Serious debates swirled around and between educators and associations as to how institutions could and should react to and take advantage of the never-look-back-to-equilibrate situation that the nation and the federal government's new-found largesse in support of international education. The seeds of the AIEA were planted within these arguments and debates and fertilized through the development of organizations designed to meet the international education needs of colleges and universities. The seed would not sprout, however, for more than two decades. The period of germination causes some fascinating stories.

The National Association of Foreign Student Advisors (NAFSA) was founded in 1948 as an organization of institutional representatives in the foreign student advising field. For possibly fourteen years or so, NAFSA provided the organizational home for a majority of college and university personnel working in international education. During this same period the concept of international officers was developed and promoted in published directories. In 1966 Education and World Affairs published a directory of twenty international officers in US higher education. Just five years later a similar directory listed 221 international officers.

Clearly the number of people working within the many areas of international education was growing and this group was also diversifying. International officers were one segment within a much larger group made up of people engaged in a wide variety of international education activities. As NAFSA grew it evolved into a federation of sections and special interest groups each representing particular areas of operation within the field of international education. Other specialized associations also were founded to serve groups interested as international studies as an academic discipline, or to focus on the involvement of universities in international development. As valuable as these developments were, however, they did little to satisfy the long-felt need for international officers acting in concert dealing with the US federal government — people who could truly speak for their institutions. Those who felt this need continued to press for some mechanism through which their strengths as institutional representatives and managers of multiple campus enterprises could be pooled, shared and used most effectively. A certain amount of frustration and concentration led to several crises at the new ways of organizing both within and outside of existing associations.

A very interesting, and oddly named effort was CODIFS, the Council of Directors of Foreign/International Student Headquarters. In the late seventies NAFSA moved away from the model of institutional membership, a change that was perceived as a loss to the international officer concept. In an effort to keep the international officer movement alive within NAFSA a group led by Joe W. Neal of the University of Texas and others, met separately, at one point "throwing ten dollar bills into a pile on the floor" to start a separate treasury to support CODIFS. To quote Joe Neal, "this sub-organization brought about such a flurry of antagonism among student affairs oriented members that it liquidated itself and withdrew from the arena.

With the opening of the decade of the 1980's, the concept of a peer organization of international officers was kept alive. Robin Fuller (Vanderbilt University) and Joe Neal took advantage of a window of opportunity — a block of unserved rooms at the new Opryland Hotel in Nashville, Tennessee — and called a meeting of international officers. Thus in March, 1980, 49 international education directors and administrators met to discuss common concerns. They called their group the Assembly of International Program Directors (AIPD). A primary outcome of the meeting was an agreement to meet again.

The AIPD met again in Albuquerque in the Fall of 1980 and in the Fall of 1981, with informal sessions at the NAFSA conference scheduled between meetings. These meetings saw the introduction of two concepts that would be important to the eventual formation of AIEA. The first was a conscious effort to form small discussion groups — later to become a hallmark of AIEA meetings. The second was the introduction of the "Occasional Paper Series in International Education" which is started and edited by Jerry Slavin and Clark Colahan at the University of New Mexico. This publication, which later became the official journal of the AIEA, immediately began to disseminate information about the deliberations and issues of the AIPD.

Parallel to the AIPD meetings were efforts to work within NAFSA to give the interests of international directors. At NAFSA conferences in Nashville and Seattle, AIPD members presented workshops and sessions specifically aimed at international deans and directors. Needless to say, there were also innumerable in formal discussions of the need for a structure to address the concerns of deans and directors.

NAFSA was also trying to come to terms with the issues presented by the AIPD. In Spring 1982, President Dixon Johnson and President-elect Barbara Bum proposed a "Presidential Task Force on International Programs" that "might address these overarching international office management concerns." At the same time, Jack Van De Mare of Oregon State University had formulated a proposal to NAFSA to establish an executive section called CADEC (Central Administrative and Directors Section) for professionals who "have centralized responsibilities and who do not have a primary professional section [in NAFSA] at present." This proposal was presented to the NAFSA board during the annual conference in Seattle in May 1982 and met with little or no support. Later efforts to revise the proposal also generated no interest.

Meanwhile, the AIPD also met in Seattle just prior to the NAFSA conference, utilizing the already traditional small group discussions. The major discussions, however, revolved around the AIPD itself. With the defeat of the CADEC proposal and after informal discussions with NAFSA officers and staff the AIPD group passed a resolution to formalize the AIPD. The new organization resolved to meet every fall, to accept "NAFSA’s offer to have extensive programming as a part of the Annual NAFSA conference," and to offer "a workshop immediately prior to the NAFSA conference." Further, the Assembly would cooperate with other related groups such as the National Committee of International Studies and Programs Administrators (NCIPSA). The "Occasional Paper Series" was adopted as the official publication of the organization. The final group set up a Steering Committee to "prepare a list of priorities for the next five years, for America’s participation in international education, including its universities, government, business and society as a whole." This set the stage for a Fall 1982 meeting to be held in St. Louis, Missouri, in conjunction with the annual convention of NASULGC.

Jack Van de Water, Oregon State University, chaired the Steering Committee, and along with Eugene French, University of Missouri at Rolla; Charles Kleine, Southern Illinois University, Carbondale; and Barry Silver, Washington State University, and Max Epsztein, UCLA, prepared an agenda for the November 6-7, 1982, meeting of the AIPD at the Forest Park Hotel in St. Louis. The entire agenda revolved around the need for support and format of the Assembly. The list of pre-registrants for this important meeting on page 25.

In a session entitled "Let’s Get Down to the Nitty-Gritty," chaired by Jerry Slavin, Tore Hoemoe proposed that the form of the organization could be modeled after the recently organized"TAEA (Texas Association of International Education Administrators)."

The TAEA constitution was redrafted on the spot to fit the national model and the name of the Association of International Education Administrators was adopted. The "Occasional Paper Series in International Education" was given the additional title of Journal of the Association of International Education Administrators. By a unanimous vote of the group Joe W. Neal was elected as the first president of the AIEA which would meet again in the spring of 1993 to coincide with the NAFSA conference in Cincinnati.

The Association of International Education Administrators was founded!}

From its founding in 1982 the activities of the AIEA have been guided and informed by these purposes, which have been reaffirmed by the year 2000 in AIEA’s Strategic Action Plan for 2000-2005:

- to provide an effective voice on significant issues within international education at all levels
- to improve and promote international education programs and administration within institutions of higher education
- to establish and maintain a professional network among international education institutional leaders
- to cooperate in appropriate ways with other national and international groups having similar interests.

NOTES:
Conferences and Presidents of the AIEA

1982 November — St. Louis, Missouri (Founding Conference, at NASULGC)
1983 May — Cincinnati, Ohio (at NAFSA) - Joe W. Neal
1984 November — Washington, DC (at NASULGC) - Joe W. Neal
1985 June — Denver, Colorado (at NASULGC) - Jack Van de Water
1986 November — Phoenix, Arizona (at NASULGC) - Ralph H. Smuckler
1987 May — Long Beach, California (at NAFSA) - Ralph H. Smuckler
1988 June — Washington, DC (at NASULGC) - George C. Christensen
1989 February — La Jolla, California - Georgia C. Christensen
1990 February — Guadalajara, Mexico - Felix V. Gagliano
1991 February — New Orleans, Louisiana - Burkart Holzner
1992 February — San Juan, Puerto Rico - Gerald M. Slavin
1993 February — Orlando, Florida - Thomas H. Hoemeke
1994 March — Honolulu, Hawaii - Davydd Greenwood
1995 February — Atlanta, Georgia - Barbara B. Burn
1996 February — Bandera, Texas - Jean S. Agner
1997 February — San Jose, Costa Rica - Edward H. Mosley
1998 February — Monterey, California - Margaret A. Kid
1999 February — Merida, Yucatan, Mexico - John H. Petersen
2000 February — Savannah, Georgia - Joyce M. Randolph
2001 February — Tucson, Arizona - John D. Heyl
2002 February — Tampa, Florida - JoAnn McCarthy
Organization

THE SECRETARIAT

Volunteer was an important word in the early years of the AIEA.

With a constitution that prescribed a minimal organization, the officers and executive committee essentially performed all the tasks necessary for the functioning of the association. "Imaginary" was almost considered a dirty word. Fortunately, the officers enjoyed access to substantial institutional support for communications, travel, printing and mailing, planning meetings and the many other functions of a developing organization.

Joe Neal's office, especially with the help of Parr Stephenson, at the University of Texas at Austin was the de facto central AIEA office. Chuck Klaske's office at Southern Illinois University functioned as the recruitment and membership office. Etienne French of the University of Missouri at Rolla, kept all records and funds as Secretary/Treasurer. The vice-president, first in the person of Jack Van de Water of Oregon State University, was the only officer with a required duty - to organize the semi-annual meetings.

After about five years of volunteer work on the part of the leadership, it became apparent that some assistance was essential for a growing organization that hoped to become a national voice in international education and to provide serious networking and assistance to its members. Ralph Sembichler established a precedent in the mid-1980's to have the association cover some of the costs of an assistant from the campus office of the president. This helped greatly in alleviating the administrative load on the president and other officers.

AIEA, however, still relied heavily upon its officers and their institutions. Barbara Turn recently noted, "one of my most vivid AIEA recollections is learning that when one is president-elect and then president, AIEA staff aren't there. I inherited no files to guide/govern predecessors. So while myself learning, I had to get my UMass staff to help with the AIEA work. This was fine, but the institutional memory, not to mention archives, were pretty thin." Clearly, more formal support arrangements were needed.

At the time that Barbara Turn was receiving the gavel from David Greenwood at the Hawaii conference, Vic Bhutta of Washington State University volunteered to house an AIEA Secretariat at WSU. Vic and WSU had previously supported AIEA when Vic had been Editor of the Journal. His staff at WSU could provide vital services for a minimum of costs. Thus the AIEA Secretariat was established with an agreement to house the office at WSU for five years - an arrangement only possible with generous support from the office of the president of the institution.

Graciously most support functions were transferred to Vic's office at WSU. Membership and financial functions were the first to move to WSU. A few years later, Vic again took on the role of AIEA Editor. From 1995, the secretariat handled not only membership services but also publications, conference support, and financial and reporting processes. According to Vic, "It took about three years to get the secretariat to run like I wanted it to." By then, however, Vic was planning his retirement, and it was time to look for a longer term solution.

In 1998, in Monterey, California, the annual AIEA business meeting learned that Vic Bhutta would be retiring and stepping down from the position of director of the secretariat. President Margaret Kidd appointed an ad hoc committee to develop recommendations for a new secretariat and a job description for the director of the secretariat. Based on the experience of Vic Bhutta and WSU, the committee proposed a position of Director of the AIEA Secretariat with responsibilities for executive support, membership services, conference management, financial management and publications and communications. The functions of the new secretariat were to also be budgeted on an annual basis. A transition schedule suggested that the new office be fully established by the annual meeting in 1999.

In 1998 the Executive Committee was very pleased to name Tim Ritterer of the University at Buffalo as the new director of the AIEA Secretariat.

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AIEA Committees

Standing committees named in 1998 constitution

- Membership Committee
- Public Policy
- Campus Administration and Programs Committee - CAPS
- Diversity Committee
- Research Committee

Ad Hoc committees

- Nominating Committee (recurring annually, as per constitution; chair named by Executive Committee)
- Inter-organizational Liaison (Continuing, with liaison persons named by the president, listed in Directory)
- Editorial Board
- Membership Strategy Task Force
- Technology Operations Task Force
- Resource Development Task Force

One of the original intentions of the AIEA was "to cooperate in appropriate ways with other national and international groups having similar interests." This constitutional purpose was initially met de facto simply because of constant and close cooperation with organizations such as NAFSA and NASULGC.

By the time John Petersen, Western Kentucky University, assumed the presidency in the late 1990s, frequent contacts between AIEA and many other organizations had become a matter of course. John initiated the practice of naming AIEA members to function as the primary contact person with sister associations, thus formalizing the "inter-organizational Liaison" function of AIEA.

Currently, AIEA lists in its directory formal liaison contacts with:

- NAFSA: Association of International Educators
- National Association of State Universities and Land Grant Colleges (NASULGC)
- American Association of State Colleges and Universities (AASCU)
- American Council on Education (ACE)
- Alliance for International Educational and Cultural Exchange
- Mexican Association for International Education (AMPEI)
- Association of Universities and Colleges of Canada (AUCC)
- European Association for International Education (EAIE)
- Coalition for International Education
- Task Force on Health and Safety in Study Abroad
Several special categories of participation in the association were created over the years either to honor contributions or to bring in individuals who would not otherwise be included in AIEA programs and activities. The status of AIEA Affiliate was established in the early 1960s to facilitate involvement in the association by interested individuals who are not linked to colleges or universities.

Similarly, the Executive Committee set up Fulbright membership so that Fulbright advisors in countries around the world could be brought into the communication system of AIEA and be included in the Directory. The category of AIEA Counselor recognizes selected members of the association on the basis of their long and distinguished service to international education and to the association. Finally, the Executive Committee awarded honorary membership to Oscar Arias, former president of Costa Rica, after he addressed the annual conference in his country in 1997. To date, this is the only honorary membership granted by the AIEA.

AIEA has always been interested in attracting new members into the Association both to help promote the values of the organization and to increase the effectiveness of the "unified voice" speaking on behalf of international education in colleges and universities. Formal recruitment projects were carried out by Joe Neal and Chuck Klaske in the early 1980s. Additional organization was added to these efforts when it became practice for the immediate past president to chair the Membership Committee. Recently the first AIEA exercise in formal strategic planning has added an AIEA Membership Strategy Task Force under the guidance of former president John Petersen, Western Kentucky University. The charge to this group is to "engage in a more proactive effort to add members, but in a controlled and targeted manner."
Joe Neal's "unsung government official" of the 1950's complained that "if twenty universities in the United States can ever agree on a single issue in international education, their position will be adopted by the United States Government." Little did he realize that the seed planted with that idea would grow into a prime rationale for the formation of an association dedicated to generating and articulating agreement on international education issues to higher education.

The AIEA constitution declares that AIEA will "provide an effective voice on significant issues within international education at all levels." The Association was easily founded with a public policy bias and commitment—a promise that underlies much of the work of the AIEA, especially through its Public Policy Committee.

The earliest visible public policy statement of the new association came in the form of the "AIEA Directory"—a listing of more than twenty universities in the US that very likely could agree on many issues in international education. The "Directory" was much more than a simple list; it was also a statement that a group of international educators who truly represented their institutions had found their collective voice. The publication of the AIEA Directory was also seen as an early step in the organization—growth that included Ralph Smucker who, when he became the fourth president, would soon earn the moniker of "Father of AIEA public policy."

The first three AIEA presidents (Joe Neal, Jack Van de Water, and Charles Klaes) were certainly well known and respected on the national level and used their own prestige to ensure a positive presence of the AIEA in the US international education scene. However, Ralph Smucker was the first president to fully articulate the national public policy role that AIEA continues to play. Ralph saw the AIEA as the only national, campus based, professional association whose sole purview is international education broadly defined. As such, the organization is uniquely situated to project a truly "effective voice" on the national level.

President Smucker appointed the first Public Policy Committee of the AIEA, a committee that he chaired from the beginning. He charged the committee with disseminating timely information to members about legislative issues, encouraging members to become active in public policy arenas, identifying well-positioned congressional champions of international education, and cooperating with other national associations that share public policy concerns. He also established a precedent of an AIEA presence in Washington-based organizations such as the Alliance for International Educational and Cultural Exchange. Chuck Klaesek served as the first AIEA representative to the Alliance and was elected to its executive committee.

AIEA became a member and a player at the national level. Ralph Smucker, Chuck Klaesek, and Jack Van de Water were eventually joined by a host of AIEA representatives to attend important meetings, conferences and courses in Washington, Harvard, Holme University of Pittsburgh, and Davood Greenwood, Cornell University helped to lead the Inter-Association Task Force on Title VI of the Higher Education Act in the mid-eighties—an effort that had much to do with the reauthorization of Title VI. These two also authored a major paper on international education in the US for the OECD. Barbara Burn, University of Massachusetts-Amherst, represented AIEA in a number of national policy forums and became a champion of research in support of international education in the US. These leaders also actively supported the development of the CAPFILS—the Coalition for the Advancement of Foreign Language and International Studies.

Harold Josephson, University of North Carolina at Charlotte, subsequent committee chair, attended Sea Public Policy... page 26

As I think back to the period surrounding my presidency in 1987, our AIEA agenda was still taking shape. My colleague Homer Hibbs had told me about the new association of international program leaders that was being born at the same time. The group met in Chicago on just one Board meeting. I gladly threw my own experiences in with that of Joe Neal, Tom Hooeneke, Jack Van de Water, Chuck Klaesek and the other AIEA founders. We each saw the value of the new organization from our institutional vantage points. From my Michigan State perspective, we needed a strong new voice for international education on the national scene.

I advocated a prominent public policy role as central to the AIEA agenda. I made the case for two reasons. First, it would be a critically important task that was not being done successfully. In spite of on-going attempts through existing organizations. Second, AIEA members, the campus leaders of international studies and programs, had the broadest grasp of issues, and needs in the field as a whole. Therefore, our new association could add a uniquely authoritative voice and ought to help evolve the agenda and priorities for advocacy efforts on the national scene.

Looking back, I have frequently been too optimistic about federal support. In spite of the efforts of many good people, the federal government has been slow to evolve support commensurate with its constitutional responsibility for this nation's international affairs. There have been sparse narrowly defined programs, but only now, years later, are we finding high level interest in an international education policy for the nation, an important first step toward comprehensive attention to the country's needs.

Inevitably, domestic concerns take precedence over international issues and programs on campus and in higher education associations. When pressures mount, the international concern gets pushed aside, except when it can be singled out as high priority to one of the more specialized associations, such as NAFSA when it comes to foreign students, or AIEA in the case of Fulbright exchange, or NASULGC on educational technical assistance. These organizations were doing well when AIEA began and they have continued to improve, but they move in narrower program directions than that envisaged for AIEA. We figured that AIEA could cooperate with all of the others, bring a broader perspective, and help to obtain new energy as opportunities in Congress or the Executive branch permitted.

Such activities presented a challenge for members of our new association. Some were reluctant to think about ways to expand federal interest. Not were they experienced when it came to contacting Congressional and Executive branch personnel. In a sense, those concerned with international education had become too accustomed to making do with very little, certainly much less than was needed if our universities were to provide an essential international education and knowledge base for our students and citizens as our nation faced the reality of global leadership.

Some members believed correctly that AIEA's public policy concerns should include state level initiatives and opportunities, so that role were written into the new Public Policy Committee's agenda. It was an important expansion since much of the support for our programs in higher education has come from the state and institutional level. AIEA has not intervened directly in state discussions. That is the job for individual members. But we have regularly shared information about innovations and new programs. Thus expanding members. Ways of attaining goals within their own states and communities.

At the national level, without a Washington office to work regularly with other associations, the chairperson of the Public Policy Committee has had difficulty influencing the national agenda, but AIEA has joined with others effectively. It remains to be seen what new efforts might be orchestrated successfully in support of the international and comparative aids of higher education. Certainly, the nation's global responsibilities and benefits have greatly expanded in recent years, while federal investment in international education continues to lag well below national needs.
The CAPS charge is directly related to the constitutional purpose of "improving and promoting international education programming and administration within institutions of higher education."

That charge resulted in several notable activities and projects that pre-date the formal naming of the CAPS committee. Two important efforts that generated the publications "Guidelines for International Education at U.S. Colleges and Universities" and "Action for International Competence" in 1990, 1996, and 1998. CAPS charge also resulted in the development of an annual conference, the first of which was held in 1992.

Early CAPS efforts attempted to build on the two booklets published in 1988 and to increase awareness of the situation of the Chief International Education Administrator (CIEA) of a campus. Surveys organized at first by Jean Agner, California State Polytechnic University Pomona, produced information about CIEA positions, salaries, office organizations and hierarchies. Co-chairs Maggi Kidd and Jerry Slavin launched several professional development programs and investigated many others including a formal AIEA referral service for international education consultations.

By the mid-1990s the role and mission of CAPS became better defined and articulated with Executive Committee approval of a Statement of CAPS Mission and Goals. At about the same time CAPS introduced its mission statement, it also received approval and funding to conduct a pilot professional development seminar, the first Ghost Ranch Seminar. The seminar, held at a remote retreat center in northern New Mexico in the Spring of 1990, proved successful and was repeated a year later. It was then repeated again and soon became a "signature" activity of the CAPS and AIEA.

CAPS members also engaged in research about the profession of CIEA as well as the campus situation of international offices. In April 1997 a CAPS group convened a "writing workshop" at the University of Texas in Austin to develop themes for research on the profession. In Spring of 1999 CAPS co-chairs Jerry Slavin and Tom Hoemeke, University of North Texas, organized a "Super Ghost Ranch" seminar with a goal of producing publishable papers based on summaries of the issues that had been the focus of previous seminars. At least two themes from this latter seminar have resulted in publications. The first, "The CIEA as Change Agent," has become the theme and content of professional workshops both at AIEA conferences and at the European Association for International Education (EAFI). The second, "Professionalism in International Education Administration," has been published on the AIEA web site.

With the growth of participation in AIEA annual conferences, the CAPS assumed responsibility for organizing newcomers workshops and several sessions at each conference. Pre-conference workshops, some in cooperation with the Public Policy Committee, have focused on public and campus advocacy, leadership, and effecting change. CAPS has also assisted in AIEA outreach activities, particularly by presenting workshops at the conferences of sister organizations.

Under the leadership of the current three co-chairs, Maria Kraue, Creighton University; Jerry Bookin-Weiner, Middlesex University; and Manfred Thullner, Northern Illinois University, sessions and workshops have been presented at the American Association of International Education (AAIE) every year since 1996. Pre-conference workshops have been conducted at NAFSA conferences in 1996, 1999 and 2000.

The Ghost Ranch seminar proved quite successful. It provided the basis for additional professional seminars based on the same general concept. Particularly important is that the seminars are based upon input (by writing) prior to the seminar from the professionals who will participate, with relatively small groups meeting in a location conducive to in-depth discussions. Leaders/organizers of the seminars usually include one or two who have participated in a previous seminar and who will be responsible for producing a report. The AIEA has provided financial support for core activities of each seminar, but the bulk of the costs is borne by the participants.

As of Fall of 2000, six Ghost Ranch seminars have been conducted in a variety of locations around the U.S. The CAPS recently established a third co-chair position of the Committee (currently filled by Manfred Thullner) specifically to plan and oversee Ghost Ranch Seminars. The CAPS leadership plans to increase the number of seminars in two per year, perhaps even expanding the concept to meet other professional development needs of the membership.
Even before her AIEA presidency in 1994-95, Barbara Burn urged that a major priority of the organization be research relating to international education. The Executive Committee had emphasized the importance of research years earlier, but Barbara identified research as a key function of the AIEA.

A major impetus for AIEA's involvement with research came from the AIEA National Agenda Task Force of 1994, chaired by former president Ralph Smuckler. Meeting in Washington, the Task Force identified an important priority for international education: a major research study which would persuasively make the case for internationalizing higher education in the United States. The research would document impacts and accomplishments.

Growing out of this was the August 1995 Burn/Smuckler report on a workshop entitled "A Research Agenda for the Internationalization of Higher Education in the United States." Bringing together over 40 national leaders in the field, the workshop identified issues on which research and data collection would strengthen the case for this important field. Discussions included: Faculty and Specialist Development, University Management and Funding Questions, Undergraduate Programs, and Outreach and Extension. Undoubtedly this workshop, its publication, and the wide dissemination of its message underscored the importance of research.

AIEA established a Research Committee shortly after the Burn presidency and allocated funds to be awarded to research projects/proposals meeting agreed criteria. Those included projects that addressed priorities set forth in the "Research Agenda" report, and provided for partial funding of proposals.

The membership of the committee has evolved over the years, but included many AIEA leadership persons. Increasingly important over the years have been data bank development, collaborative activities in international education administration, curricular issues including foreign language study, and comparative analyses of rational policies.

While the funds awarded have been limited, over the last few years they have increased. The williness of AIEA members to serve on the Research Committee has been essential, as has the willingness of the membership to fund a few annual research awards. Proposals frequently have demonstrated institutional support through matching funds, giving the program wider visibility and impact.

AIEA's support of research remains critical because too few AIEA members feel qualified or motivated to undertake it, even though the need is unquestionable. AIEA's support is important in gaining the acceptance and priority research on international education requires. The increasing number of research funding applications submitted to AIEA's Research Committee since the program began testifies to its success.

adapted from a submission by Barbara Burn

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Even in its beginning, AIEA welcomed all interested parties and institutions to participate in the activities and programs of the Association. By the end of the first decade, however, it was clear that these efforts had not reached many institutions that were interested and involved in international education — in particular institutions serving primarily minority clientele. Hence in 1993, then AIEA President Davyd Greenwood, Cornell University, organized a meeting of AIEA leadership with several members from Historically Black Colleges and Universities (HBCUs).

Gloria Braxton, Southern University, who was active in NASULGC and was responsible for her institution's international development programs, was invited to plan the meeting to discuss ways in which the Association might attract new HBCU members. One immediate result was the formation of an ad hoc AIEA Diversity Committee which would later become a standing committee of the Association. Gloria Braxton was also invited to become a member of AIEA and to attend the Executive Committee as an HBCU representative.

Initial efforts were to provide information to representatives of minority institutions known to have an international dimension. Many contacts took place through other organizations (notably NASULGC) in which minority schools were already active. Personal contact was supplemented by mail-outs to a number of schools, including some serving principally Hispanic audiences. The AIEA Executive Committee also provided small amounts of incentive funding to assist new members from HBCUs to attend AIEA conferences.

Activities of the committee continued more or less along these same lines until, under the leadership of Gloria Braxton, AIEA co-sponsored the 1996 Southern Regional Conference on International Education held at Southern University with representatives from 30 institutions, 23 of which are HBCUs. The Committee also organized several workshops and conference sessions dealing with issues of diversity in international education and its Association membership and participation.

The Diversity Committee has recently partnered with the AIEA Membership Strategy Task Force to ensure that concerns about minority membership and participation are part of current recruitment activities. Plans are also underway to organize pre-conference workshops to focus on cultural diversity issues faced by international education administrators. When the Association created its first standing committees in the mid-nineties, it was clear that diversity will continue to be a core concern of the Association for the long run.

The AIEA diversity committee was started because the leadership of AIEA realized that, despite open invitations to all colleges and universities, the historically-black colleges were not well represented and were not active participants. We understood that this fit into a larger pattern in other organizations, including NASULGC and NAFA, where the same dilemma was experienced.

As a result, and with the support of Holly Carter, Northern Illinois University, and Gloria Braxton, Southern University, we made a number of specific overtures to these institutions and expressed our desire to connect with them on terms that were suitable to them rather than according to our wishes. We convened a number of dialogues at this end and explored a variety of options, including the possible establishment of partnerships among particular institutional members of AIEA.

by Davyd J. Greenwood
Publications

AIEA Directory

The first uniquely AIEA publication was the Directory of Members. It effectively revised the concept of "international officer" in US colleges and universities, which was the content of the directory first published in 1966 by Education and World Affairs. For several years the AIEA Directory was maintained very much on a voluntary basis by Joe Neal at the University of Texas at Austin. Later attempts at maintaining and publishing the Directory included using a professional service organization. Finally in 1994, the Directory was moved to the AIEA Secretariat, which now has full responsibility for the publication.

Within a few years of the founding of AIEA, the Directory took on an additional service responsibility. The Executive Committee created a special category of membership - Fulbright members - so that the Directory could include a listing of these important educational advisors from around the world. By this action, AIEA not only invited Fulbright advisors to participate in the association, but it also provided a valuable directory resource for its members.

AIEA Journal

Occasional Paper Series
In International Education

- Edited by Jon Slavin and Clark Colahan at UNM in Spring, 1981.
- Introduced to AIIPD in Albuquerque meeting in Fall, 1981.
- Changed to Journal of AIEA in Fall, 1982.

Journal of the AIEA

- Editorial coverage over by Ed Bernal and Elaine French - University of Missouri at Rolla, Spring, 1983.
- Title changed to Vol 10, 1990.

Taskforce publications

Guidelines for International Education - at US Colleges and Universities
1988
- Task Force
  1. Thomas H. Humes - University of North Texas
  2. W. L. O'Neill - Pennsylvania State University
  3. Ralph H. Smackler - Michigan State University

Action for International Competence
1988
- Task Force
  1. Russell Bronson - University of Kentucky
  2. George C. Christensen - Iowa State University
  3. Maxwell Epstein - University of California Los Angeles
  4. Ernest Fuentes - University of Missouri at Rolla
  5. John Peterson - Western Kentucky University
  6. Joy Vlach - Northeastern University
  7. Bobbi Holmes, chair - University of Pittsburgh

Bridges to the Future: Strategies for Internationalizing Higher Education
1992
- Initiated as a Task Force project and edited by Chuck Klauck - Southern Illinois University

Electronic Publications

In 1999 the AIEA ceased separate publication of the "International Education Forum" in favor of membership in the Association for Studies in International Education whose members jointly publish the "Journal of Studies in International Education."

AIEA is represented on the Editorial Board of the Journal by Marco L. Thullen, Northern Illinois University.
Awards

Each year AIEA presents the Charles Klaasek Award at the Annual Conference. “Chuck” Klaasek was a founding member of AIEA from Southern Illinois University at Carbondale and served as its third president. In addition to being a real leader in the founding of AIEA, Chuck was an excellent example of an effective international education administrator. He took on many tasks within AIEA including, in 1992, the editing and publication of “Bridges to the Future: Strategies for Internationalizing Higher Education.” When Chuck died, the Executive Committee felt that a fitting tribute to his outstanding service to AIEA and to the field of International Education Administration would be to present an annual award in his name.

The single criterion for the award is that the recipient should have given long-term and outstanding service to the field of International Education Administration. Past recipients are:

1995 Charles Klaasek (posthumous)
Southern Illinois University at Carbondale

1996 LaNay Kopp
Pennsylvania State University

1997 Harold Josephson
University of North Carolina at Charlotte

1998 Ralph Smucker
Michigan State University

1999 Joe W. Neal
University of Texas at Austin

2000 Burkart Hoffmeier
University of Pittsburgh

AIEA has also officially recognized special contributions of several members:

An individual award was presented to
Unice French, University of Missouri at Rolla, in 1994 for extraordinary contributions to the AIEA as secretary/treasurer, member of the executive committee and for undertaking early publications of the association.

The Executive Committee also gave special recognition to Pam Stephenson, University of Texas at Austin. Assistant to President Joe Neal, for extraordinary service to AIEA.

Finally, at the 1999 annual conference, the association passed a special resolution recognizing Dr. V. N. Bhatia, Washington State University, for “outstanding service to the Association and to international education.”

A Classic Event

One AIEA activity that started with a small group but grew into a plementary tradition over five or six years was the "Lisa Klaasek Birthday Party." It all began at the Laulaula conference where Chuck Klaasek (Southern Illinois University) decided to hold a small get together in his and Lisa’s room to honor her birthday. He planned it as a surprise party, but his plan didn’t work. The number of “guests” grew dramatically and word got out about what a fun occasion it was. So the next year in Guinness, Chuck decided to expand the party and invite more of the conference participants.

Like Toby, Lisa’s birthday party grew each year and was soon a fixture of AIEA conferences. A crisis in this tradition was narrowly averted when it was realized that the conference planned in Hawaii in 1997 would not coincide with Lisa’s birthday.

The hero of the occasion was Jack Van de Water who proposed a resolution at the business meeting that Lisa Klaasek’s birthday be moved to whenever AIEA schedules its annual conferences. The resolution was approved unanimously! Lisa’s birthday parties continued through the conference in Hawaii.

Joe Neal, seated, receives the 1995 Charles Klaasek award. With him are Judy Young, Awards Committee member, and Tom Hornek.

Twentieth Years

Always looking to the Future...

As part of the strategic planning process, the Executive Committee, with several past presidents, reaffirmed the four constitutional purposes of AIEA:

- to provide an effective voice on significant issues within international education at all levels
- to improve and promote international education programming and administration within institutions of higher education
- to establish and maintain a professional network among international education institutional leaders
- to cooperate in appropriate ways with other national and international groups having similar interests.

AIEA OFFICERS AND EXECUTIVE COMMITTEE 2001-2002

President
JoAnn McCarthy
University of South Florida

VP/President-Elect
John K. Hudek
Michigan State University

Immediate Past President
John D. Hoyt
Old Dominion University

Secretary
Judy C. Young
University of Texas at Arlington

Treasurer
Maria C. Krame
Creighton University

AIEA Representative - Journal of Studies in International Education Advisory Board
Manfred Thullien
Northern Illinois University

Director of the Secretariat
Timothy J. Ruttenber
University at Buffalo

EXECUTIVE COMMITTEE

John E. Greisberger, Ohio State University - 2002
Millic C. Audas, University of Oklahoma - 2002
Michael S. Stohl, Purdue University - 2002
Terry Biggles, DePauw College - 2003
Axel Markert, Eberhard-Karls-Universität Tübingen - 2003
Manfred Thullien, Northern Illinois University - 2003
Maria C. Krame, Creighton University - 2004
Jerry D. Wilcox, University of Texas at Austin - 2004
Yenbo Wu, San Francisco State University - 2004

The Future

With the advent of the new millennium and in view of AIEA’s growth trajectory, the AIEA Executive Committee led by President Joyce Randolph decided in mid-1999 to reconsider AIEA’s central mission and priority goals, and to focus members’ energies on strategically targeted activities and initiatives designed to achieve these goals in the world of the 21st Century.

- Issues and dynamic developments considered in planning for the future included:
  - Globalization of commerce, with strengthened impact in both public and private sectors, and increased complexity of cultural contexts;
  - Advances in information technology;
  - The speed of change in education and society;
  - Governmental attitudes towards international education and exchange;
  - Funding needs and potential sources;
  - The role of the private sector;
  - The roles of other international education and exchange organizations.

With the assistance of Elizabeth Barr, of Volunteer Consulting Group, the Executive Committee took stock of where AIEA is heading. Then, in an October 1999 retreat in Philadelphia, the EC reaffirmed the four overarching goals comprising AIEA’s current mission statement and identified ten priority goals for the next five years. The resulting draft Strategic Action Plan went through several iterations based on feedback from the EC and from AIEA members at the Savannah conference in February 2000. The Final Strategic Action Plan, disseminated in May 2000, included specific action steps concerning the top six priorities.

Those priorities are:

1. Take a leadership position in public policy, in both the private and public sectors.
2. Build on the success of the informal retreat format that has come to be known as "Ghost Ranch."
3. Develop and implement a plan for strategic targeted membership growth.
4. Develop and publish “best practice” guidelines, monographs and “white papers” on critical issues in the profession and for the field.
5. Encourage and foster research on international issues and consider developing a database for the use of researchers, international education professionals and public policy decision makers.
6. Strengthen alliances with other national and international organizations having similar interests.

The full Strategic Action Plan can be viewed on the AIEA homepage http://www.aieaworld.org.
numerosous meetings and functions in Washington on behalf of AIEA as its successor Jeanen McCarthy, University of South Florida. Harold and JoAnn also began the practice of electronic notification of the membership when quick action was needed with respect to political opportunities and crises.

In 1998, the Public Policy Committee sponsored

AIEA's first pre-conference public policy workshop. Clearly an idea whose time had come, the workshop attracted more than 60 participants to a day-long meeting designed to improve members' understanding of public policy issues and develop their advocacy skills. Those skills came into play repeatedly as AIEA members lobbied effectively for the re-authorization of Title VI legislation and improved funding for international education. JoAnn also represented AIEA and its comprehensive view of international education policy on international education in 1999.

Without staff or office in Washington, the AIEA had to find effective ways to establish and maintain a public policy presence at the national level and an informed membership. Officers and members could only be in Washington infrequently. The AIEA adopted a strategy of joining membership groups with strong public policy agendas and dedicated staff. Two of those staff in particular stand out - Norm Peterson (now with Montana State University) who was the principal staff person of the Alliance, and Mariam Karanjum, an international education and government relations consultant who organized the Coalition for International Education. Norm was subsequently replaced at the Alliance by Michael McCarthy who continued to work closely with AIEA. These three Washington-based professionals not only served their constituencies well, but took a special interest in AIEA. They have presented updates on Washington activities at nearly every AIEA conference and are consulted frequently. Even though Norm eventually came to his senses and left the capital city to become a chief international education administrator in Montana, he and Mariam and Michael all continue to be strong public policy advocates for AIEA.

Through the years, the Public Policy Committee also undertook activities to ensure membership participation in AIEA activities. A periodic membership survey gathers information about concerns of chief international education administrators and their institutions. Several Washington "day on the Hill" events were organized, frequently in conjunction with workshops and other meetings in Washington, for members to visit their Congressional delegations. During the late nineties, the committee has also organized pre-conference workshops on public policy at annual conventions. Conference sessions are regularly planned on specific issues as well as general policy updates.

Advocacy on behalf of international education is not just a U.S. federal concern. Several committee workshops and sessions have focused on state and regional issues as well as national. For example in 1998, the committee sponsored a general advocacy workshop with Stephen Dunnett, University at Buffalo, and Jack Van de Water, Oregon State University, leading discussions on state-wide advocacy. The committee also recognizes the importance of local and institutional advocacy and has sponsored several practical conference sessions on advocacy at home.

The founders of AIEA clearly understood the importance of an "effective voice" for international education in the United States. They may not have understood the extent of the effort and the number of people it would take to realize that voice, but that voice has been heard and will continue to be a clear and important signal on behalf of international education.

The Assembly of International Program Directors (AIPD), the pre-cursor of the AIEA, met at the Hyatt Hotel in Seattle just before the NAFSA conference in Spring of 1982 — a meeting spent almost entirely discussing the possibility of forming a separate association. Several members were trying hard to convince the NAFSA hierarchy of the efficacy of a new section of NAFSA dedicated to the concerns of administrators of multi-functional offices. Late in the day, most of the participants were crowded into "Vic Bhatia's" suite at the Hyatt enjoying a few libations and awaiting word from Jack Van de Water on the outcome of the discussions at the NAFSA board meeting. While Jack was reporting to the group the non-success of the proposal, in walked Barbara Burn, the president-elect of NAFSA and Jack Reichard, Executive Director of NAFSA—both responding to invitations to join the group for a drink. Barbara and Jack expressed concern and some dismay at the prospect of a separate organization — an organization whose funding had been pretty well decided upon that day.

Later Barbara Burn revealed that she had been charged by the NAFSA board to convince the AIPD group that forming a separate organization was not the right direction. A few years later Barbara had not only joined AIEA but had become active and was elected as the first woman president. It could be said that the Seattle meeting was the site of the "conversion of Barbara."
And only a short time ago...

During the first few years of the AIEA, when Joe Neal hosted the semi-annual meeting scheduled just before the NAAPA national conference in San Antonio. Joe and his staff worked very hard to make sure that the AIEA group could have its meeting at the historic Menger Hotel located right on the Alamo Square.

Joe made sure that as much as possible the participants enjoyed the Texas atmosphere of the hotel and its surroundings. In this vein, the coffee break on the first morning was scheduled in one of the upstairs rooms of the hotel.

When the participants entered the room, Joe was seated at one of the large windows overlooking the Alamo. He welcomed everyone with an expansive greeting to "a Texas coffee break." With that welcome, an attendant wheeled into the room a cart full of bloody margs complete with celery sticks and hot sauce.

Who says that personalities don't make a difference?