

## INDICATORS OF AN INTERNATIONALIZED INSTITUTION: HOW AN INTERNATIONALIZED UNIVERSITY MIGHT LOOK

An internationalized university would:

- Emphasize that international education is not simply a program or project that extends the existing way of thinking into new situations, but looks at these situations in order to find new ways of thinking about them.
- Have a comprehensive policy, mandating that international education be institutionalized so that all units incorporate international education in their programs. Include in that policy implementing and monitoring mechanisms to ensure that international dimensions of learning, administration and services are incorporated in all programs, such as annual reports, publications, promotion and tenure, hiring practices, budget allocations
- Have an on-going evaluation program based on centrally gathered data regarding the state of internationalization
- Develop periodically strategic plans regarding the gradual process of international and phasing in new dimensions
- Institutionalize international education in its internal and external governance, including access to decision-making and budget allocation
- Initiate faculty development programs in order to ensure that its governance structure from faculty senate to curricular committees, to departmental leadership, have sufficient conceptual insight and practical knowledge about international education
- Strive to ensure that the curriculum reflects adequate levels of complexity from introductory to advanced levels and provide students with integrative experiences
- Develop a motivational policy for students to attend international courses, study foreign languages, involve themselves in the lives of international students, study abroad and participate in international programs
- Feature elements of international education, in line with the motivational policy, in all publications and official pronouncements of institutions' leaders. Such methods of promoting a higher level of motivation should respond to the need of students to know the consequences of global ignorance in their future careers
- Encourage faculty to develop interdisciplinary, intercultural and multicultural teams that would help conceptualize international education and translate important concepts for application to other disciplines
- Encourage all its constituencies to accept their own responsibility to support these international education goals and practices through voluntary services, participation in governance, and provision of leadership
- Ensure that internationalization remains on the agenda of the institution in a sustained fashion and encourage an ongoing discourse about it

from Josef Mestenhauser, "In Search of a Comprehensive Approach to International Education: A Systems Perspective" in *Rockin' in Red Square: Critical Approaches to International Education in the Age of Cyberculture* edited by W. Grunzweig and N. Rinehart, LIT Verlag, 2002, p. 213.