



Leaders in International Higher Education

## 2022 ANNUAL CONFERENCE

Why the Internationalization of  
Higher Education Still Matters

# Strategic Budgeting for Internationalization

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# Strategic Budgeting for Internationalization

## Predominant Budget Models in Higher Education

### **Incremental Budgeting and Centralized Budgeting**

Budget allocations based upon levels of previous year. Decision-making in the hands of upper-level administration.

### **Zero-Based Budget**

Previous year's budget for each unit is cleared. Every unit must request new funding levels.

### **Activity-Based Budgeting**

Awards financial resources to activities with greatest return (increased revenues).

### **Performance-Based Budgeting**

Awards funds based on performance (outcomes & standards).

### **Responsibility Center Management (RCM)**

# Strategic Budgeting for Internationalization

## Discussion

- Explain funding model for your international office
  - ESL model
  - International tuition, fees or other per student basis
  - SA tuition fees or tuition
  - Funded mainly by general funds?
- If you are under RCM, are you service or a RC unit?
  - Is it an internal RCM model or did you hire an external consultant?

# Strategic Budgeting for Internationalization

**We want goals that we can achieve, even in an environment of budget constraints.**

- What is in your portfolio?
- What are you trying to do in your office? What are your priorities?
- If you don't have a strategic plan: are your goals aligned with the budget?
- Is there space for friction/budgeting in your quest for goal accomplishment?

# Strategic Budgeting for Internationalisation

## **Budgeting is a fundamental part of vision and strategic planning:**

- How do you bring your ideas and initiatives to fruition?
- How do you sustain your initiatives?
- What resources will be needed each year to sustain your initiatives?
- How do you measure the success of your initiatives?

# Strategic Budgeting for Internationalization

## TYPES OF FUNDING FOR INTERNATIONAL OFFICES

- ESL tuition
- Immigration services fees
- Government-sponsored student fees
- Partnerships' development fees
- Academic programs abroad (teaching programs abroad)
- International student activities fees
- Orientation fees
- Application fees
- Grants
- International student fees
- International student tuition
- SA fees charged to faculty-led SA programs
- SA course credits tuition (including SA faculty-led programs)
- International visiting scholars mentoring program fees
- ...?



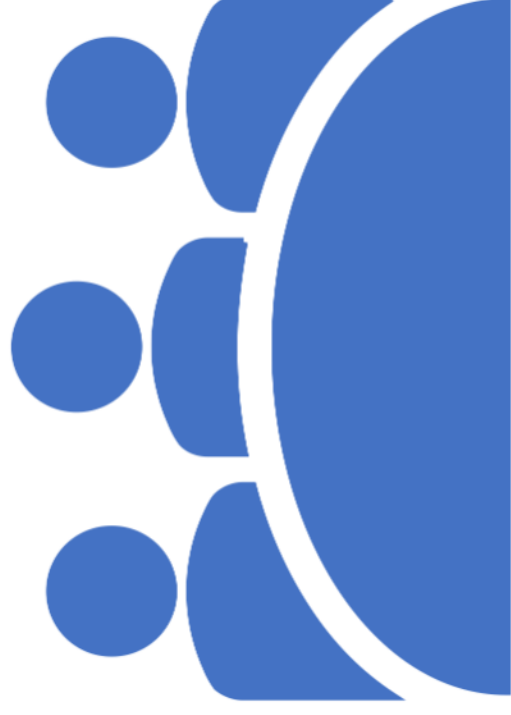
# DELUSIONAL REVENUE STRATEGIES

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- The case of the van fleet
- The case of subsidized housing
- The case of the passport facility

# Strategic Budgeting for Internationalization

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What are some of the revenue-generating strategies you have implemented in your office?

Revenue-generating strategies



# Strategic Planning for Internationalization

## Discussion

### **CONCERNS ABOUT THE FUTURE OF THE INTERNATIONAL OFFICE (IO):**

- IO as a 'service unit' might affect mindset about internationalization and IO funding will be seen by deans as a tax;
- Impact of contribution (or lack thereof) to the bottom-line on IO leadership and IO staff.