ACE INTERNATIONALIZATION LAB

How It Works &
How It Can Help Your Institution

Cohort #17 Opening Meeting
August 9, 2019
American Council on Education (ACE)

Mission and Goals
- Umbrella organization
- Leadership & advocacy
- National & international mission

Membership
- Approximately 1800 institutions
- All sectors of U.S. higher education
ACE Internationalization & Global Engagement

- Programs & Research
  - Internationalization of colleges & universities
  - Global engagement of ACE
  - Higher education advancement worldwide
The ACE Internationalization Laboratory

• A **selective learning community** that assists participating institutions in developing capacity, capability, and strategy for comprehensive internationalization.

• Involvement lasts 16-20 months.

• Each cohort is 12-18 institutions.

• Over 150 institutions (including you!) have participated.
  • U.S. and international
  • All sectors
Lab as a Change Process

Colleges & universities are value-driven institutions where words, goals, and mission matter

• Put “sense-making” at the center of planning

• Honor distributed leadership structure, ideal of shared governance

• Recognize different constituencies with different goals

Jackson Kytle 2012
Lab as a Change Process

**Academic Change Strategies**

1. **Engage in campus dialogue FIRST**
2. **Build climate of support over time**
3. **Connect to core institutional mission & values**
4. **Develop a leadership team/decision-making process that is viewed as legitimate**
5. **Integrate and build on existing programs**

Hudzik & McCarthy 2012
The Lab Process

• Each institution forms an internationalization **leadership team.**

• Each team does **on-campus work.**
  • An internationalization **review**
  • **Analysis** of the relationship between activities, capacities, & goals
  • Drafting of an internationalization **plan**

• Team leaders attend **3 meetings at ACE.**

• **ACE Advisors** guide the team.
  • Site visit
  • Peer review visit
  • Monthly conference calls with team leaders
  • Web chats
  • ACE Engage community

**See Cohort #17 Lab process timeline**
Fall 2019:  
Getting Up and Running

- **Appointing the committee** – see Lab Briefing
  - Charge from the president or provost
  - 2-4 chairs, 12-16 members (or more or less)
  - Wide representation
  - Meet at least monthly

- **Site visit** – see Lab Briefing
  - Arrival mid-to-late afternoon
  - Dinner meeting with team leaders
  - Next a.m. meet with president, provost, Internationalization Lab team, deans’ council, other appropriate groups to begin the review process
  - Afternoon departure

Opening meeting: You’re here!
Winter-Summer 2020: The Internationalization Review

A process for ...

• **Taking stock** of current international and global initiatives (covers the 6 pillars of the ACE Model).

• **Collecting and analyzing information** as a basis for the internationalization report.

• Identifying **strengths, weaknesses, gaps and possibilities** for new strategic activities.

• **Engaging people** across the institution in a discussion of internationalization.

See “Lab Briefing: Questions to Guide the Internationalization Review”

Mid-term meeting: February 20, 2020
Summer-Fall 2020: The Internationalization Report

Variations:

• Report on **findings** of the internationalization review

• Report on findings **AND** recommendations for action

• Report on findings, recommended actions, **AND** an **implementation plan** (activities, schedule, timeline, resources)

See sample reports in the Lab Library

Closing meeting: November 2020
Spring 2021: Wrapping Up

• Peer review visit – **Lab Briefing available**
  • Advisor + 2 peer reviewers
  • Includes review of draft campus report
  • Mutual learning experience

• **ACE report** to president, provost, committee chairs

• Implementation & on-going relationship
  • Lab 2.0
What Works

Patient persistence

- Looonnggg process, one step at a time
- Avoid temptation to analyze first
- Iterative

Get people talking – create a buzz

- Look beyond the “usual suspects”
- Draw in multiple voices at different (and appropriate) points
- Get the “tentacles” out there
- Help people get to know internationalization leaders
- Tap outside colleagues & experts

Engage leaders consistently and appropriately

- “Who has the juice”? 
What Works

Be prepared for messiness
- Committee operations
- Uncovering internationalization strengths & weaknesses

Roll with the punches
- 1 in 3 of you...

Communicate successes

Tie to overall mission, strategy, and goals of the institution
Benefits of the Lab

- Peer-to-peer engagement as part of a learning community
- Increased attention to internationalization campus-wide
- Regular access to expert consultation & research
- Opportunity to learn from the experiences of prior participants
- A customized process to meet institutional needs
ACE Resources

- Lab Library
  - Lab Briefings
- Internationalization Toolkit
- Internationalization in Action
  - See installment on committees
- ACE Insights
- Internationalization Collaborative
- **NEW: ACE Engage & Regional Summits**
Final Thoughts

Comprehensive internationalization is not just “What are we doing?”...

✓ Study abroad
✓ International students and scholars
✓ Linkages/institutional partnerships and exchanges
✓ On-line education (virtual study abroad) and internationalized courses
✓ Area studies programs
✓ Foreign language

✓ International studies
✓ International business (multi-regional, discipline-based)
✓ Research collaboration
✓ Dual and joint degree programs
✓ Outreach
✓ Cross-cultural events and training
✓ Etc.......
Final Thoughts

...Comprehensive internationalization answers “Why are we doing this?”

Enhancing institutional reputation & competitive position
Preparing students for global citizenship
Making students more competitive in the global marketplace
Generating revenue
Enhancing the research agenda
Making a better, more understanding world
Final Thoughts

Comprehensive internationalization addresses “What do we want our institution to be?”

- **Comparison** of our institution to others through a review of internationalization efforts at similar institutions.

- **Developing the human capital** of our faculty, staff, and students.

- Finding our hidden treasures and **celebrating successes**.
Questions?