

# 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

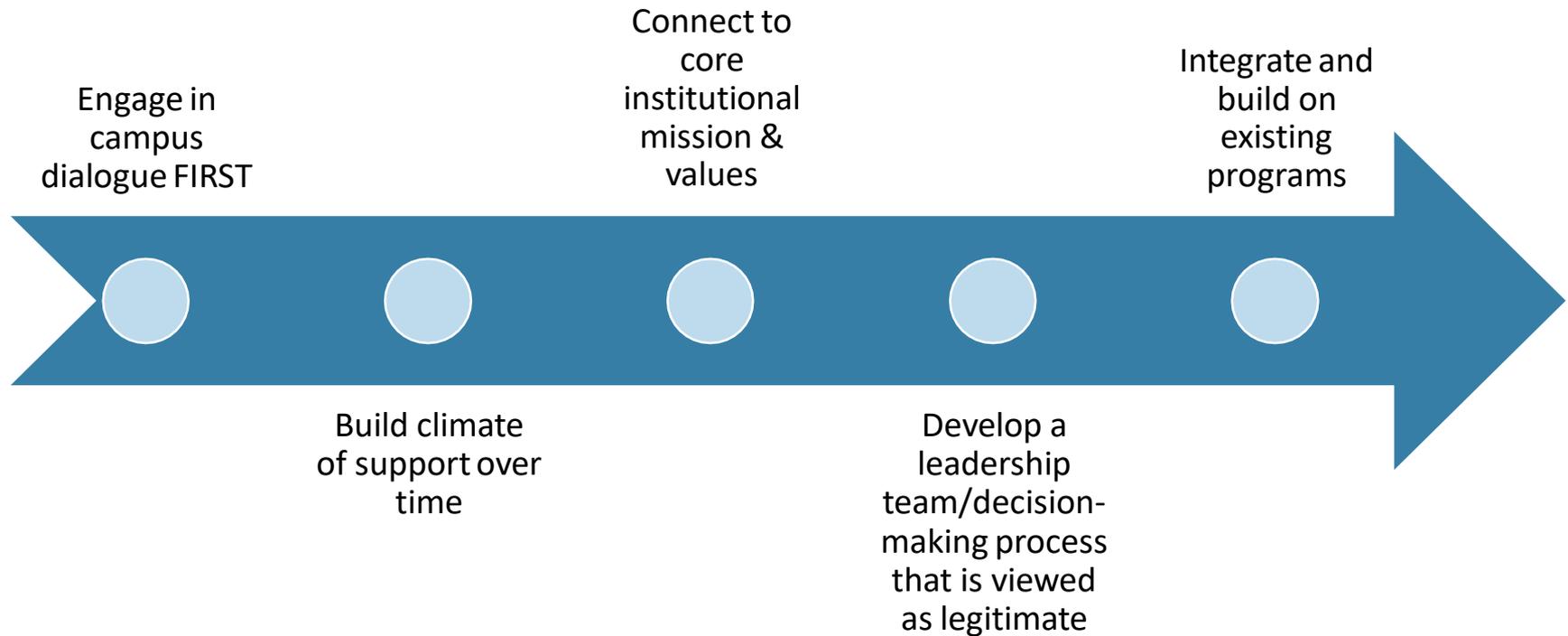
**Colleges & universities are value-driven institutions where words, goals, and mission matter**

- Put “sense-making” at the center of planning
- Honor distributed leadership structure, ideal of shared governance
- Recognize different constituencies with different goals

Jackson Kyle 2012

# Lab as a Change Process

## Academic Change Strategies



# 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

- Looonnnggg 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

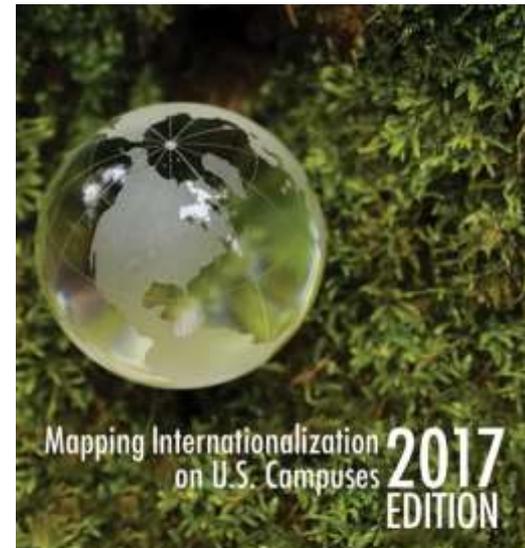
Regular access to  
**expert  
consultation &  
research**

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**



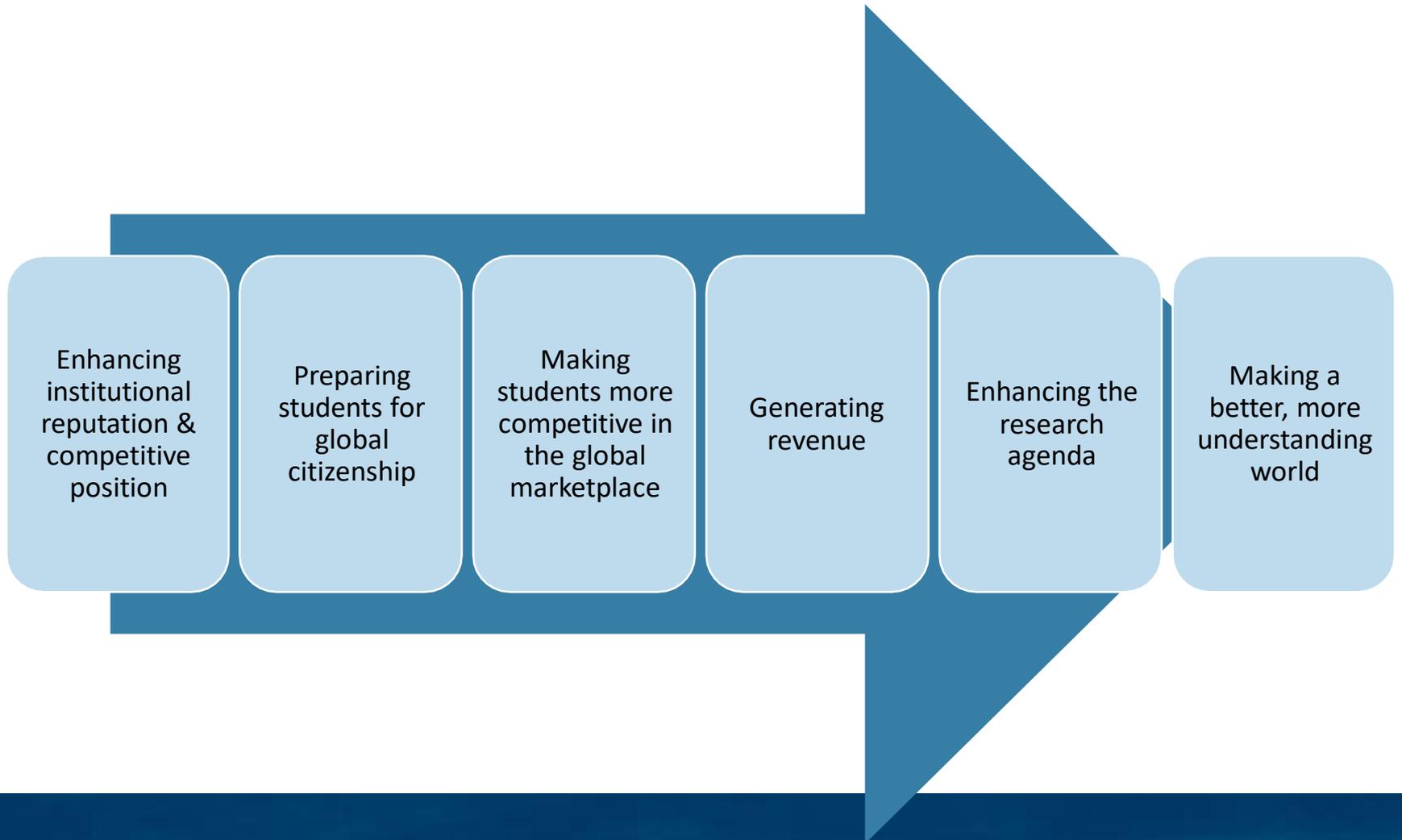
# Final Thoughts

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

# Final Thoughts

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



# 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?**



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Council on  
Education<sup>®</sup>

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**CENTER FOR INTERNATIONALIZATION  
AND GLOBAL ENGAGEMENT**