

Leadership Development for Global Engagement

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Components of the ACE Fellows Program

3 Retreats and Blackboard support	Mentoring	Campus visits – national and international
Self-evaluation and feedback	<u>Placement:</u> <ul style="list-style-type: none">› Full-year› Semester› Periodic visits	Brief visits to other education-related sites
ACE Annual Meeting and other national meetings	Reading and Reflection	Project for nominating institution



An Associate Dean's Tale

- **From Competition**
- **To Collaboration**
- **Through Internationalization**

Competition

Distinct Histories, Identities, Missions

- **African American Studies**
- **Asian American Studies**
- **Puerto Rican and Latino Studies**
- **Women's Studies**

Challenges

- **Scarce Resources**
- **Diminishing Faculty Engagement**
- **Small size**
- **Changing faculty and student interests**

A Solution

Collaboration Through an International Lens

- **Intersection of student learning goals**
- **Intersection of student interest**
- **Intersection of faculty research interests**

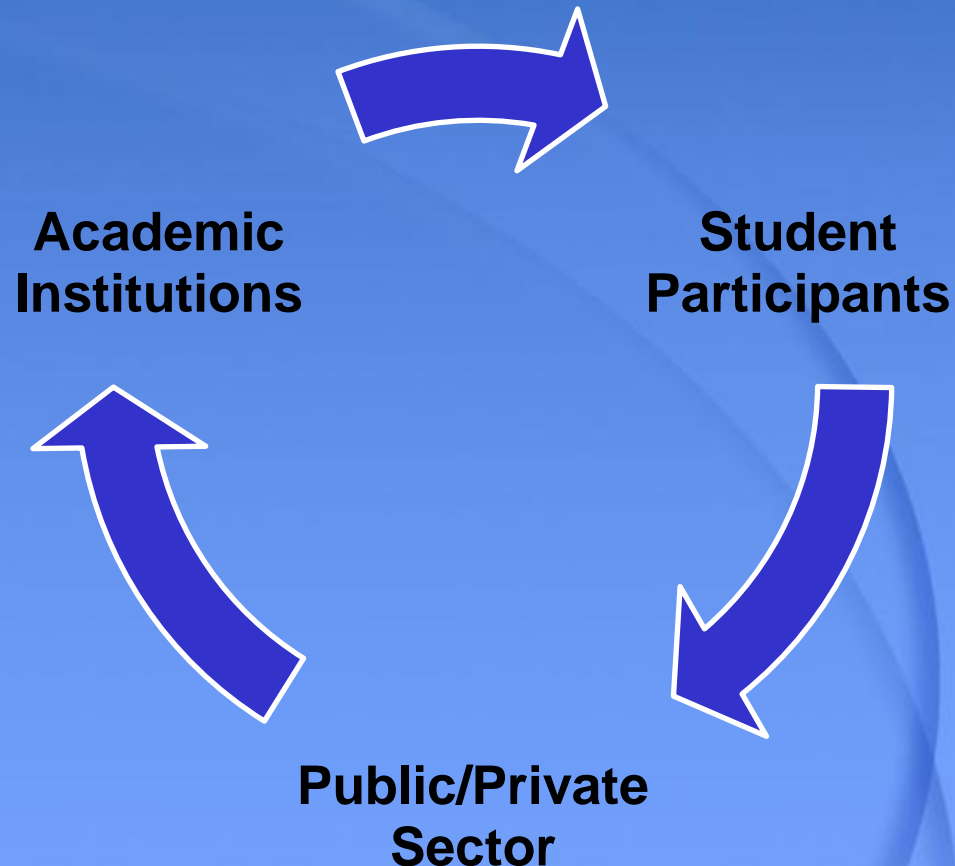
What Can a Dean Do?

- **Listen Carefully**
- **Establish a Joint Executive Council**
- **Articulate a Vision and Broad Goals**
- **Recruit strong leadership**
- **Engage the programs in joint strategic planning**
- **Budget to promote academic priorities**
- **Identify strategic faculty hires**

Internationalizing Academic Institutions

- **Enhanced International Ethos**
 - **Integration into teaching**
 - **Collaboration in research**
 - **Service in a global context and broader range of activities**
 - **Creation of new policies and procedures to support**

Evaluating Inputs and Outcomes



Internationalizing Academic Institutions

- **Institutional Transformation**
- **Global connections for problem solving**
- **International recruitment and alumni base**
- **Comprehensive institutional portfolio that is global**



The Role of Leadership in Internationalization

- **Expectations and frames of reference**
- **Communication**
- **Timing**
- **Significance of MOUs**
- **Global Perspective, Local Relevance**
- **Principle of “Complementarity”**

The Role of Leadership in Internationalization

- **Be clear about the institution you represent and the project you want to engage in**
- **Do your homework regarding context and potential partner**
- **Be sensitive to organizational and cultural differences**

The Role of Leadership in Internationalization

- **Communicate often and clearly**
- **Be patient**
- **Stay current by attending events organized by and being linked to groups such as ACE, IMHE, IAU, IAUP, HACU, CONAHEC, NAFSA, EAIE, AIEA, etc.**

The Role of Leadership in Internationalization

- **Move internationalization from the periphery to mainstream**
- **Make internationalization part of your strategic plan and/or a strategic priority and link it to budgeting**
- **Identify, encourage, involve, and recognize as possible faculty and academic administrators who understand and will promote internationalization (“the prophets or apostles of internationalization”)**

The Role of Leadership in Internationalization

- **Support leadership development with a global perspective**
- **Put in place the necessary structures that will provide continuity to internationalization**

Discussion

