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# **The Essential Role of Faculty in Internationalizing a Campus**

## **February 23, 2011**

**David B. J. Adams**

**Kathryn Mohrman**

**Charles Johnson**

**Lisa Childress**



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# **FACULTY AND INTERNATIONALIZATION:**

## **The Sometimes Missing Piece of the Plan**

### **David Adams**



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## **Faculty's Critical Role**

- **Teaching & Curriculum**
- **Research**
- **Institutional Impact**

## **Teaching & Curriculum**

**Influence students & shape future generations of leaders and scholars**

Faculty teach 17.6 million students

- **Faculty with international experience**
  - **Gain enhanced teaching skills**
  - **Develop new courses or introduce new course content**



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## **Research & Knowledge Building**

**Translate and disseminate new knowledge  
to the public and private sectors**

- **Faculty that go abroad**
  - **Gain new perspective on their discipline and scholarship**
  - **Initiate new projects or move their research in new directions**

## **Institutional Impact**

- **Inspire students to study abroad**
- **Attract international students and scholars**
- **Network with colleagues abroad and initiate collaborative research projects**
- **Establish or lay groundwork for exchange partnerships with institutions worldwide**



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<b>Share information about host country with colleagues &amp; students</b>	<b>99%</b>
<b>Recommend that faculty colleagues apply for a Fulbright</b>	<b>91%</b>
<b>Recommend other international experiences</b>	<b>85%</b>
<b>Become more aware of and sensitive to cultural diversity</b>	<b>85%</b>
<b>Encourage students to study abroad</b>	<b>80%</b>
<b>Incorporate their Fulbright experience into curricula or teaching methods</b>	<b>73%</b>
<b>Share information with their host country with community groups</b>	<b>72%</b>



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# Key Concerns for Faculty Seeking International Experience

- **Release Time**
- **Tenure / Promotion**
- **Salary**
- **Benefits**
- **Recognition**





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# Kathryn Mohrman

- **Director, University Design Consortium**
  - Partnership between Arizona State University and Sichuan University, Chengdu, China
- **Executive Director, Hopkins-Nanjing Center 2003-2008**
- **President, Colorado College 1993-2002**
- **Fulbright Scholar**
  - Chinese University of Hong Kong
  - Japan Education Administrators Seminar
  - New Century Scholars Program



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# **Encouraging International Engagement By Faculty**

**Charles A. Johnson**  
**Senior Associate Vice President**  
**for Research and Graduate Studies**  
**Texas A&M University**



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## The Importance of Leadership Endorsement

- **Leadership Endorsement**
  - President
  - Provost
  - Dean
  - Department Chair
- Focus for **Development & Fund Raising**
- Make International Engagement a **Routine Factor in Resource Allocations**
- **Celebrate** International Activities by Faculty
- **Say Thanks – and Mean It**



## Providing Incentives – Show that International Engagement Counts

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- **Annual Reviews, Merit, Promotion & Tenure of Faculty**
- **Local Retention of Faculty Salary Savings**
- **College/Department Merit Pool Allocations**
- **College/Department Research and Teaching Allocations**
- **College Dean & Department Chair Reviews**



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## Addressing the Disincentives Deal with Reasons Why Faculty Decline International Engagement

- Assign responsibility to facilitate international engagement to **Key Administrative Officer**
- Facilitate the **Retention of Benefits** During International/Fulbright Appointments
- Include International Engagement in Policies on **Personnel and Unit Reviews**
- Indicate a willingness to craft **special agreements and support** for faculty engaged in international activities



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# Thanks

## Questions & Comments

**Contact Information**

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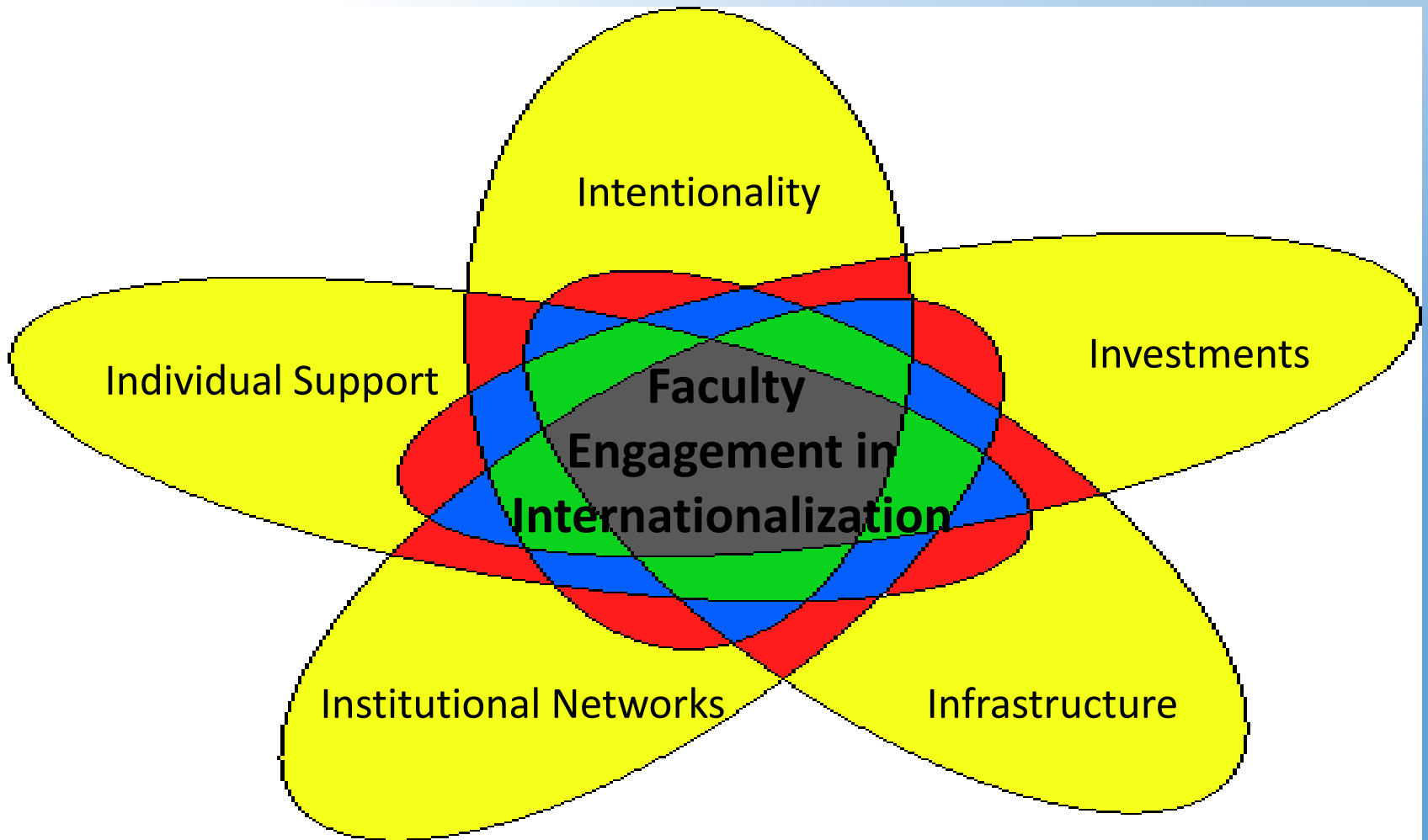


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# **The Five I's of Faculty Engagement in Internationalization**

**Lisa K. Childress, Ed.D.**

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# Intentionality

- **Rationales**
- **Goals**
- **Resources**
- **Connections to Disciplinary Priorities**

## Intentionality

- **Develop internationalization plan**
- **Develop faculty engagement strategies**
- **Ask the following questions:**
  - **What are the goals & resources for faculty involvement?**
  - **What central units and subunits are responsible for faculty engagement?**

## Intentionality

- **Is internationalization a priority articulated in the institution's strategic plan?**
  - **Encourage deans to integrate internationalization into schools' strategic plans**

## Investments

- **Assess current funding**
  - How might funds be reallocated to increase faculty engagement in internationalization?
- **Differentially invest funds**
  - Strategically allocate various types and amounts of funds throughout the institution
    - so that ownership and implementation of strategies are dispersed in all corners of the institution

## **Infrastructure**

- **Examine current infrastructure**
  - **international centers**
    - **degree programs**
    - **seminars**
    - **institutional partnerships**
    - **overseas campuses**
  - **timing & locations of programs/resources**
  - **deliverables**

## **Institutional Networks**

- **Assess internal and external networks**
  - **Investigate opportunities for collaboration**
    - **within the institution**
    - **with neighboring institutions**
    - **with overseas institutions**

## Infrastructure

- **Faculty Engagement Typology**
  - **Types and Locations of Faculty Engagement Strategies**

	On Campus	Off Campus- Regional	Off-Campus- Abroad
Teaching			
Research			
Service			

## **Institutional Networks**

- **Strategically use technology**
  - **Electronic databases**
  - **Electronic surveys**
  - **Strategic emails**
  - **International videoconferencing**





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## Institutional Networks

- **Streamline international resources for faculty in a central location on institution's website**

## Institutional Networks

- **Internationalization Committee**
  - Does the committee have the *authority* and *resources* to oversee implementation of the internationalization plan?
    - If not, provosts should charge a *high-level, interdisciplinary faculty group*
      - with the power to implement the internationalization plan, including creating faculty engagement strategies
      - *i.e. Council on International Teaching and Research*

## Individual Support

- **Evaluate the types of support faculty have to connect their scholarship with the internationalization plan**

## Individual Support

- **Key Tenet:**
  - **Disciplinary departments serve as the epicenter of faculty involvement.**
- **What strategies can be developed to connect internationalization goals with individual department & faculty agendas?**
- **For institutions with internationalization plans,**
  - **Discuss with presidents & provosts the value of requesting deans to integrate internationalization into their school's strategic plan.**



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## Summary

- **Intentionality**
- **Investment**
- **Infrastructure**
- **Institutional Networks**
- **Individual Support**



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## Resources for Further Explanation

### ***Book Publication***

- Childress, L. K. (2010). *The Twenty-first Century University: Developing Faculty Engagement in Internationalization*. New York: Peter Lang.

### ***Journal Publications***

- Childress, L. K. (2009). Internationalization Plans for Higher Education Institutions. *Journal of Studies in International Education*, 13(1), 289-309.
- Childress, L. K. (2009). Interdisciplinarity: A Catalyst for Faculty Engagement in Internationalization. *Journal of Global Initiatives*, 4(1), 71-94.
- Childress, L. K. (2009). Planning for Internationalization by Investing in Faculty. *Journal for International and Global Studies*, 1(1), 30-49.