



Newsletter

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THE BLUEPRINT FOR A GLOBAL UNIVERSITY: THE SENIOR INTERNATIONAL OFFICER

*By William Brustein, President, AIEA
Associate Provost for International Affairs
Professor of Sociology, Political Science, and History
University of Illinois at Urbana-Champaign*

In an earlier column I presented my list of the 12 pillars of a global university. Here I would like to focus on the two pillars focusing directly on the position of the campus senior international officer.

Senior international officers report directly to the chief academic and/or executive officer

At our most internationalized institutions the senior international officer (SIO) is charged with the task of maintaining and strengthening the comprehensive internationalization of the campus' teaching, discovery, and engagement missions. This task is more likely to be accomplished when the SIO reports directly to those who are chiefly responsible for the university's teaching, discovery, and engagement missions (i.e., the Provost and President or Chancellor). There are unfortunately still too many situations in higher education where the SIO reports indirectly to the chief academic and/or executive officer of the campus. Obviously the more doors there are between the SIO and the chief academic and/or executive officers, the greater the expenditure in time and the less likely the SIO's input will be presented as a priority and/or with the necessary conviction.

Recently, there has been notable upgrading of the SIO position at institutions like Indiana University, the University of Minnesota, and Emory University, and the creation of new positions of Vice-President or Vice Provost at Brown University, Penn State University, Northern Arizona University, and the University of Virginia. Yet, we have also seen several instances lately where SIO's direct reporting lines have been downgraded from the Provost or Chancellor/President to a Dean, an Assistant Vice President or Vice Provost. Often, such downgrading appears to result from personnel changes at the provost or the chancellor level, administrative restructuring, or simply a desire by a Provost to reduce the number of direct reports. If direct reporting of the SIO to the chief academic and/or executive officer is a necessary component for the establishment of the global university, what conditions can bring about that outcome? I propose that the following steps have to be in place:

- a campus culture in which there is a consensus that internationalization
- adds value to the teaching, discovery, and engagement missions of the institution;
- the mission statement and strategic plans of the institution firmly embed internationalization as a priority
- faculty and student senates and external advisory boards defend internationalization as an institutional priority;
- international programs and studies offices act entrepreneurial by attracting extramural funding (successful fundraising seems to provide greater credibility to units);
- SIOs are able to stay on top of the evolving aspects of the international dimension (e.g., growing importance in areas like export controls, strategic international partnerships, and corporate relationships) so campus units can turn to them to oversee these changes as well as to provide the comprehensive framework in which these changes reside.

Senior international officers are positioned to interact with deans and other councils and committees

As important as it is for the SIO to report directly to the chief academic and/or executive officer of the university, it is equally important that he or she sits on the Council of Deans. Our campuses tend to be highly decentralized with much power residing in colleges and schools. The SIO sitting on the Council of Deans reflects the significance given to the international mission but also facilitates the critical collaboration required for the comprehensive internationalization of the academic goals of each college and school within the university. The SIO through his or her active cooperation with the members of the Council of Deans can be instrumental in furthering both the internationalization within each college or school and of a cross-fertilized internationalization, that is, international interdisciplinary collaborations across several colleges. It is paramount that the SIO becomes actively engaged in working groups and committees where much of the actual work of the Council of Deans is accomplished.

An international advisory council (IAC) chaired by the SIO and including each college's or school's most senior administrator overseeing the unit's international portfolio can serve as a very useful forum for developing and vetting proposals for consideration by the Council of Deans, enhancing the chances that those proposals will receive a prompt and favorable hearing. In addition to sitting on the Council of Deans and the International Advisory Council, the SIO should convene at regular intervals an external advisory board. An external advisory board comprised of influential individuals from the private and public sectors as well as academics not

associated with the institution can perform a worthwhile role in the comprehensive internationalization of the university. During my years at the University of Pittsburgh I found our international studies' external advisory board a superb vehicle in providing a unique perspective on what employers seek in terms of our graduates' international skills, a powerful voice promoting internationalization to the university's senior administration, and a valuable conduit to gift prospects.

As always, I look forward to your comments.

AIEA CELEBRATES 25 YEARS!

The Association of International Education Administrators is pleased to be celebrating its 25th Anniversary during the 2008 AIEA Conference. As part of the celebration, the conference will feature 5 keynote speakers and a special 25th anniversary reception on Tuesday, February 19. The conference will be held Feb 17-20 in Washington DC at the JW Marriott Pennsylvania Avenue. The featured keynote speakers include Jose Miguel Insulza, Secretary -General of the Organization of American States, Rami Khouri, Editor of the Beirut-based Daily Star, Mira Kamdar, author of *Planet India* and associate fellow at the Asia Society, Peter McPherson, president of the National Association of State Universities and Land-Grant Colleges (NASULGC) and Lori Wallach, Director of Public Citizens' Global Trade Watch and frequent commentator on National Public Radio as well as CNN, ABC and other venues. Conference Chair for the 2008 conference is AIEA's President-elect Gilbert Merckx of Duke University. Conference Advisory Board members include Diana Davies (University of Iowa), Darla Deardorff (Duke), Duleep Deosthale (KEI), John Dooley (Virginia Tech), Helen Fairnie (Curtin University of Technology), Nels Granholm (South Dakota State), Bailian Li (NC State), Martha Navarro (Centro de Investigacion y Docencia Economicas), and Adrian Shubert (York University) Further details about the conference, including registration information, can be found at www.aieaworld.org.

I can honestly say that I have never joined any organization or group with the immediate pay-off realized through joining AIEA. The very first correspondence from your office connected me to important opportunities and information regarding the International Education community. Membership in AIEA is essential for those in leadership positions who are serious about moving the internationalization agenda forward in higher education. Please accept my sincere admiration for the effort and contribution of AIEA in this important arena."

— Dr. April Burriss, Dean,
School of International Education,
Endicott College



AIEA PUBLIC POLICY ADVISORY BOARD UPDATE

by **Norman Peterson, Board Chair**

The primary work of the Public Policy Advisory Board this year has been organizational, building upon the new AIEA By-laws and Strategic Plan as they relate to public policy activities.

An excellent group of members have been recruited to serve on the Advisory Board: Nikki Christensen (NYU), William Lacy (UC-Davis), R.T. Good (Shenandoah U), Gil Merckx (Duke), Handy Williamson (U Mo Columbia), and I. The Committee has met two times via conference call (September 25 and October 25). In addition, a preliminary meeting of interested AIEA members took place during the Annual Conference last February in Washington, and an informal meeting of members attending the EAIE meeting in Trondheim, Norway also took place in September.

The Board is planning several sessions at the next AIEA conference, including a member Forum on AIEA Public Policy Priorities following a Washington Update session, and a session on Developing Advocacy Skills useful in any policy arena (Washington, state/local or campus). In addition, the Board is planning an Advocacy Day at the end of the Conference in cooperation with the Alliance for International Educational and Cultural Exchange. Note that the Board, as suggested by the Executive Committee, will evaluate and review the Advocacy Day event and will make recommendations to the Executive Committee regarding continuing to sponsor them in the future.

The Board has been actively involved in the Alliance for International Educational and Cultural Exchange, represented by Board Chair Norm Peterson, who recently attended the annual Alliance Board Meeting, and in the International Education Coalition represented by AIEA President Elect Gil Merckx. Increasing AIEA's active involvement in these important coalitions will continue to be a main thrust of AIEA advocacy work.

The Advisory Board looks forward to serving the Association in 2008 and to that end, has submitted a 2008 Action Plan to AIEA's Executive Committee for feedback and guidance.

CALL FOR NEWSLETTER CONTRIBUTIONS

The AIEA newsletter is published online twice a year. Articles, news, and announcements related to international education are welcome from the membership. Please send items to aiea@duke.edu.

2007 HIGHLIGHTS FROM THE AIEA SECRETARIAT

This past year has seen the implementation of the AIEA's new strategic plan, passed overwhelmingly at the 2007 conference in Washington DC. Here are some highlights for AIEA in 2007:

- New strategic plan and new constitution passed at the 2007 AIEA conference
- Largest AIEA conference yet with nearly 400 in attendance
- 3rd AIEA/EAIE Transatlantic Dialogue held in September 2007 in conjunction with the EAIE conference in Trondheim
- Membership numbers: AIEA membership is growing! Over 220 institutions joined or renewed membership in AIEA for 2007 (exceeding 2006 institutional members of 197)
- The Executive Committee met three times in 2007: At the AIEA Conference in Washington DC, in July in Chicago and in December in Washington DC
- AIEA's Editorial Board is in the process of revising several AIEA publications starting with the CIEA as Change Agent, which has now been revised by John Heyl and will be published in early 2008.
- AIEA's President William Brustein was featured numerous times in The Chronicle of Higher Education over the past year, including through an online chat sponsored by The Chronicle
- AIEA's Executive Director Darla K. Deardorff gave invited talks at several international conferences including AMPEI in Chetumal, Mexico and at CIEE in Toronto, Canada. She also gave presentations at NAFSA and at EAIE.
- The AIEA Secretariat continues to provide major oversight and support for AIEA conferences, administrative support for committees and boards of AIEA, and maintains daily operations for the organization through two part-time staff

UPDATE ON INTERNATIONAL NETWORK

AIEA took the leadership role, under past AIEA presidents Earl Kellogg, John Hudzik and Uliana Gabara, in helping to create a new Network of International Education Associations. A session was given at the 2007 AIEA conference on the creation of this Network and input was sought from those in attendance. Representatives of sister organizations in the Network have since met at various conferences this past year including at AIEA, NAFSA and EAIE conferences to continue to discuss details of the Network. The Network is pleased to announce the launch of its new website found at <http://www.ieanetwork.org>

AIEA MEMBERSHIP COMMITTEE REPORT

by **Sabine Klahr, Interim Chair**

The AIEA membership committee has devoted most of its efforts this year to developing a membership recruitment plan to increase membership in AIEA. We are in the process of implementing several action items in the plan: designing and printing of a marketing brochure, drafting cover letters to mail with the marketing brochure to institutions and organizations we are targeting this first year, and getting all mailings out before/during January 2008 for the beginning of the new membership cycle. We are also planning to mail the marketing brochure to the current membership to ask for assistance with recruiting. Beyond the recruiting plan, we are also drafting a charge to the committee and a job description for members of the committee.

Sabine Klahr, Interim Chair

Members: April Burriss, Uliana Gabara, Andy Gillespie, Mark Shay, Chunsheng Zhang

AIEA AND EAIE CO-SPONSOR 3RD TRANSATLANTIC DIALOGUE

The Association of International Education Administrators (AIEA) and the European Association of International Educators (EAIE), held the third joint TransAtlantic Dialogue, on September 9-11, 2007, just before the 19th annual conference of EAIE in Trondheim, Norway. The Trondheim Seminar brought together twenty senior international officers and educators from the United States and Europe, as well as Australia and Canada, to discuss common issues and challenges in international education. As was the case for the preceding two seminars, the TransAtlantic Dialogue provided a unique and exciting opportunity to meet together, share ideas, and prepare for the future in international education. The TransAtlantic Dialogue was coordinated by Bill Davey, Dennis Dutschke, and Hans-Georg van Liempd. A report from the Trondheim Transatlantic Dialogue is available on the AIEA website at www.aieaworld.org under Publications.

ATTENTION AIEA MEMBERS!

Sign up for the AIEA Consultant Directory and share your expertise in international education with your colleagues. Current members can list their expertise in the consultant directory by logging into their member profile on the AIEA website. Note: This listing must be updated each year (when membership is renewed).

AIEA LEADERSHIP IN 2007 REFLECTS NEW CONSTITUTION AND STRATEGIC PLAN

At the 2007 AIEA Conference, AIEA members overwhelmingly approved a new constitution for AIEA which opens up AIEA to senior level leaders in international education and created more ways in which AIEA members could become involved in the association. (The new Constitution and Strategic Plan can be found on the AIEA website at www.aieaworld.org under Publications). During 2007, AIEA has been involved in implementing the new strategic plan including the enlisting of more members in the overall leadership of AIEA. AIEA would like to express its deep appreciation to the over thirty members of AIEA who have provided active leadership in AIEA this past year:

Officers

PRESIDENT:

Dr. William Brustein, University of Illinois at Urbana-Champaign

VICE PRESIDENT/PRESIDENT-ELECT:

Dr. Gilbert W. Merckx, Duke University

IMMEDIATE PAST PRESIDENT:

Dr. Uliana Gabara, University of Richmond

SECRETARY:

Dr. Deborah L. Pierce, Northern Illinois University

TREASURER:

Dr. Gilbert W. Merckx, Duke University

VICE PRESIDENT FOR EXTERNAL RELATIONS:

Dr. Duleep Deosthale, KEI Abroad

JOURNAL OF STUDIES IN INTERNATIONAL

EDUCATION ADVISORY BOARD/AIEA EDITOR:

Dr. Pia Wood, University of Tennessee-Knoxville

EXECUTIVE DIRECTOR:

Dr. Darla K. Deardorff, Duke University

Executive committee

Dr. Joseph L. Brockington, Kalamazoo College	2007
Dr. Riall W. Nolan, Purdue University	2007
Dr. William B. Lacy, University of California, Davis	2008
Dr. Howard A. Rollins, Jr. Georgia Institute of Technology	2008
Dr. Pia C. Wood, Wake Forest University	2008
Dr. Gabriele Bosley, Bellarmine University	2008
Dr. Everett Egginton, New Mexico State University	2009
Dr. Norman Peterson, University of Montana	2009
Dr. Susan Buck Sutton, Indiana University	2009
Purdue University, Indianapolis	2009
Dr. Dennis Dutschke, Arcadia University	2010
Dr. Sabine Klahr, Boise State University	2010

Committees and Boards

Much of the work of AIEA is accomplished through committees and boards that focus on various aspects of AIEA's mission. Any member of the Association is

welcome to participate in the work of these committees. Committee chairs maintain a roster of currently active members. AIEA's Executive Director serves as an ex-officio member of all committees and boards within AIEA. AIEA members are encouraged to contact the chairs to learn more about committee plans and activities and to indicate their interest in committee participation.

Professional Development Committee (formerly Campus Administration & Programs -CAPS)

Interim Chair: Mitch Leventhal (University of Cincinnati)

Members: Nicholas Arrindell (Johns Hopkins University), Ken Cushner (Kent State), William Davey (Arizona State University), Arlene Jackson (AASCU)

2007 Membership Committee

Interim Chair: Sabine Klahr (Boise State)

Members: April Burriss (Endicott College), Uliana Gabara (University of Richmond), Andrew Gillespie (Purdue), Mark Shay (Educational Directories Unlimited), Chunsheng Zhang (University of Oregon)

2007 Nominating Committee

Chair: Uliana Gabara (University of Richmond)

Members: William Brustein (University of Illinois-Champaign-Urbana), Gilbert Merckx (Duke)

2008 Awards Committee

Chair: John Petersen (University of Western Kentucky)

Members: Thomas Bogenschild (University of New Mexico), Jane Edwards (Yale), Vincent Peters (Bethel University)

Policy Advisory Board (formerly Taskforce on Advocacy)

Chair: Norman Peterson (University of Montana)

Members: Nikki Christensen (New York University), RT Good (Shenandoah University), Bill Lacy (UC-Davis), Gil Merckx (Duke), Handy Willamson (University of Missouri-Columbia)

2008 Annual Conference Advisory Board

Chair: Gil Merckx (Duke)

Members: Diana Davies (University of Iowa), Darla Deardorff (Duke), Duleep Deosthale (KEI), John Dooley (Virginia Tech), Helen Fairnie (Curtin University of Technology), Nels Granholm (South Dakota State), Bailian Li (NC State), Martha Navarro (Centro de Investigacion y Docencia Economicas), Adrian Shubert (York University)

AIEA Editorial Board

Chair: Pia Wood (University of Tennessee-Knoxville)

Members: C. Montgomery Broaded (Butler University), James L. Buschmann (New York University), Charles Harvey (Wheaton), David Urias (Drexel), Carl Herrin (Carl Herrin & Associates)

AIEA welcomes involvement from all its members. If you are interested in being more involved in AIEA, please email the AIEA Secretariat at aiea@duke.edu.

NEW AIEA PROFESSIONAL DEVELOPMENT APPROACH TAKING FORM

by Mitch Leventhal, Interim Chair, Professional Development Committee

During summer and early fall, the newly developed Professional Development Committee (PDC) reviewed the range of prior efforts undertaken by AIEA as it formulated its proposal for a new professional development approach. In late October, the PDC delivered a draft plan to the AIEA leadership. The new plan promises to generate significant new revenue earning capability and professional reach for the organization.

This proposed plan involves a combination of delivery modalities which ensures more frequent activity which targets a broader range of individuals at various points on the career trajectory. To be successful, it will require aggressive marketing across all international education associations, the "Big 6", and among other key constituencies.

All professional development activities will be built around a consensus-based core and advanced curriculum, determined to be essential for the success of any senior international education leader. Curricular development would be closely coordinated with AIEA publications. The central delivery modality will be a new Webinar series which will target a very wide audience, and which will be a revenue generator. CIEA workshops will also be continued, but will be re-vamped to better correspond to the core curriculum and will be utilized to foster interest in participating in the ongoing webinar series. Ghost Ranches re-branded in some manner to better reflect their professional development nature, will be continued, but will be scaled back for several years until revenue generation from other activities can better support their development. A new and relatively low cost AIEA Global Leader Fellowship will be created as a competitive honor won by aspiring CIEOs, with the aspiration that it will eventually have an elite status much like the ACE Fellows program. This is, essentially, an enhancement to the old mentorship program, which we also recommend re-vamping and continuing due to its nominal cost and potential good.

Assuming objectives are met, we anticipate the professional development activities to be running cash positive by year three (2010) or four (2011).

The PDC hopes to solicit participation from the AIEA membership in developing the curriculum and delivering many aspects of this new program. If interested, contact Mitch Leventhal at mitch.leventhal@uc.edu.

Members of the PDC include: Nicholas Arrindell (Johns Hopkins University), Ken Cushner (Kent State), William Davey (Arizona State University), Arlene Jackson (AASCU)



2007 AIEA CONFERENCE SUMMARY

The annual AIEA conference held from Feb 18-22 2007 in Washington DC, was the biggest gathering ever of the AIEA since its foundation in 1982. The conference attracted 369 participants from 30 countries - an increase by nearly 100 from the 2006 conference in San Diego. Nearly 25% of the participants attended their first AIEA conference. Deep appreciation is expressed to all those who made the conference possible including George Mason University as the host institution, the conference sponsors and exhibitors, the AIEA Conference Advisory Board, all the session chairs and presenters, the volunteers, and especially to the Coordinating Team of Darla Deardorff, Duleep Deosthale, Maura Murphy and Rose Wooten, who worked closely with William Brustein in organizing the 2007 conference.

With over 100 presenters, 34 sessions, 5 pre-conference workshops, and 31 exhibitors, the conference program provided participants with the opportunity to explore key aspects of today's global university. Keynote addresses were given by Clara Yu, president of Monterrey Institute of International Studies; Charles Kolb, President of the Committee for Economic Development, and Francis Fukuyama, author of "The End of History and the Last Man." The highlights of the conference, according to the post-conference evaluations, were the Opening Reception at the Italian Embassy and the luncheon plenary with Francis Fukuyama, along with the high-quality sessions and networking with colleagues.

Another highlight of the conference was the awarding of the prestigious AIEA awards: The Klasek Award went to Stephen Dunnett for outstanding service to the field of international education and the Rutenber Award went to Earl Kellogg for outstanding service to AIEA. Dawn Graham of Purdue University was the recipient of the Josephson Award for a promising doctoral candidate in the field.

During the Business Breakfast, AIEA members adopted a new strategic plan and approved a new constitution for AIEA which opens the organization to more democratic and active participation from ALL members. As Past-President Uliana Gabara noted, "This is not your father's AIEA anymore."

Of the 171 participants who submitted online evaluations, 81% rated the conference as "outstanding" or "very good" with "outstanding" being the highest possible rating. Comments from participants described the conference as "An ideal forum to exchange ideas, experiences, wisdom." One participant said, "It was packed with information, contacts and sessions. It's great to get the macro view... and the sharing of information is wonderful." Other comments: "The discourse is of high quality --- both visionary and strategic." And another observed that the conference was "well-organized, good mix of plenary and sessions, small enough to talk with many people." As to its value, a participant noted, "The conference provided practical strategies and solutions to several issues on our campus. The conference also provided great networking opportunities to work with other institutions on concerns of similar interest." Other participants concluded with "my top conference choice" and "absolutely superb!" The primary criticism of this year's conference was the lack of

space, due the overwhelming growth in size from the 2006 conference. Excellent suggestions were made as to session topics and plenary speakers for next year's conference. The feedback from the post-conference evaluations is greatly appreciated and the 2008 Conference Chair, Gil Merx, and the Conference Advisory Board have worked to incorporate as many of the suggestions as possible into the 2008 conference.

Given the overwhelming success of the 2007 conference and the lack of space at the 2007 conference hotel, Marriott at Metro Center, the 2008 conference will be held at the JW Marriott Hotel, located 3 blocks from the Metro Center on K and Pennsylvania Avenues in Washington DC. The dates of the 2008 AIEA conference will be Sunday - Thursday, February 17-21. Given the responses on the post-conference evaluations, the majority of respondents wish to have the AIEA conference in Washington DC on alternative years. To that end, a contract has been signed with the JW Marriott for the 2010 and 2012 conferences, as well as for the 2008 conference. Locations of future AIEA conferences are as follows:

2008- Washington DC

2009-Atlanta

2010-Washington DC

2011-West Coast

2012-Washington DC

Appreciation is expressed to all who provided feedback through the online evaluation forms, as well as to all those who participated in this year's conference.

CALLING ALL AIEA MEMBERS!

AIEA would like to call on you to assist us with expanding our reach and impact by increasing membership in our professional association. Enhancing the strength and breadth of our membership, the greater the benefits will be for each of us who are already members. Strength in numbers is critical in our international education advocacy efforts, advancing international education leadership, and expanding our reach for networking and sharing knowledge.

AIEA is most widely known as an association designed for Senior International Officers, but the group addresses a broader group of leaders including university presidents, corporate executives and senior government officials. If you know of colleagues at higher education institutions and in international education organizations who are not (yet) members of AIEA, please encourage them to join.

Through conferences, committees, networking and political advocacy, AIEA is the place to connect internationally-minded educational leaders. AIEA aspires to meet this challenge and invites you to support our efforts and assist in our member recruiting strategy this year. Thanks in advance for your efforts in talking with your colleagues about membership in AIEA. (Remember that membership runs on a calendar year, January through December, so the sooner your colleagues join, the longer they can enjoy the member benefits for 2008.) Membership information and online applications are available at www.aieaworld.org.

MEMBER NEWS NEEDED!

The AIEA website features a special "Members in the News" section on the home page. Be sure to email aiea@duke.edu regularly with information regarding AIEA members in the news, especially as it relates to international education (in the media, accomplishments, authored books, etc.). Below is an excerpt of "Members in the News" from the website for August and September 2007:

September, 2007: Several AIEA members contributed articles to the Fall/Winter 2007 Journal of Studies in International Education. Contributors included AIEA President William Brustein, Jane Edwards, and Michael Vande Berg. Note: All AIEA members who join or renew by March of each year receive copies of JSIE as part of their membership benefits (an \$87 value).

September, 2007: AIEA President William Brustein, along with AIEA members Carl Herrin, Brian Whalen and Anders Uhrskov, were quoted in an article in the Chronicle of Higher Education entitled, "Study-Abroad Investigation Raises Alarms." Click here to read the article.

August, 2007: University of Richmond received a \$9 million dollar gift from Carole Weinstein to create a new International Center. AIEA Past-President Uliana Gabara is Dean of International Education at UR.

August, 2007: University of Richmond was named "hottest campus in the US for international studies" by Newsweek. AIEA Past-President Uliana Gabara is Dean of International Education at UR.

August, 2007: Kenneth Cushner has been appointed President of the International Academy for Intercultural Research; his two-year term running from July 2007 - July 2009. The Academy's professional journal is IJIR, the International Journal of Intercultural Relations. Those interested in becoming a member can find membership criteria at www.interculturalacademy.org.

AIEA WANTS TO HEAR FROM YOU!

Do you have ideas and suggestions as to how AIEA can meet your needs in the field? Help you develop professionally? Provide the resources you need? Want to get more actively involved in the work of AIEA? Then we want to hear from you! Email aiea@duke.edu today!

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