

## The Internationalization Laboratory

The Internationalization Laboratory of the American Council on Education (ACE) is a learning community that assists participating institutions in developing a strategy for comprehensive internationalization and assessing their progress toward their goals. The Laboratory aims to advance collective thinking on the difficult issues surrounding the advancement of comprehensive internationalization, including the development of student learning outcomes to assess the effectiveness of internationalization activities. ACE disseminates the lessons learned from these institutions to a wide higher education audience.

Instilling broad, deep, and synergistic internationalization practices on U.S. college and university campuses requires a strategic, integrated approach, not a set of discrete programs. Comprehensive internationalization, as it is called, must pervade an institution and affect a broad spectrum of people, policies, and programs. This approach is supported by the work of Knight (1994), who defines internationalization as “the process of integrating an international/ intercultural dimension into the teaching, research, and service functions of the institution.”<sup>1</sup>

<sup>1</sup> Knight, J. (1994) *Internationalisation: Elements and Checkpoints*. Ottawa: Canadian Bureau for International Education.

To promote the process approach, members of the Internationalization Laboratory:

- Form an internationalization leadership team on campus.
- Review current institutional internationalization activities to clarify institutional goals, and analyze the findings of this review.
- Develop a strategic action plan based on an analysis of the status of internationalization on campus and recommend future internationalization goals and strategies to achieve those goals.
- Host site visits by an ACE team, involving a roundtable discussion with the leadership team and key stakeholders to facilitate dialogue, define key questions and issues, clarify goals, build synergy among international activities, and build support for the process across the campus.
- Participate in meetings of the Internationalization Laboratory in late August, March, and the following November, hosted by ACE in Washington, DC, to review progress, share experiences, and discuss possible next steps.
- Host an optional peer review visit and receive a report following the review process.
- Maintain regular contact with and receive guidance from ACE staff as the campus conducts its review, analyzes the findings, and develops its action plan.

Additional work can be done in articulating international learning outcomes, mapping the curriculum and co-curriculum for opportunities to achieve these outcomes, and developing an assessment plan. The fee for the 2007–08 Laboratory is \$18,000, which can be paid over two fiscal years.

ACE is currently forming the 2007–08 cohort of the Laboratory. For more information, please contact Barbara Hill, Senior Associate, International Initiatives, at (202) 939-9414 or [barbara\\_hill@ace.nche.edu](mailto:barbara_hill@ace.nche.edu).

For more information about comprehensive internationalization, please refer to ACE's publications, *Internationalizing the Campus: A User's Guide (2003)*, *Building a Strategic Framework for Comprehensive Internationalization (2005)*, and *A Handbook for Advancing Comprehensive Internationalization: What Institutions Can Do and What Students Should Learn (2006)*.

Benefits to institutions that join the Internationalization Laboratory include:

- The opportunity to participate in a national invitational learning community.
- Regular access to expert consultation.
- The opportunity to learn from the experiences of 80 institutions with which ACE has worked on internationalization.
- A customized process to accelerate progress on internationalization and ensure concrete outcomes/deliverables that the institution chooses.

Launched in 2003, the Internationalization Laboratory has included these institutions:

Arcadia University (PA) (2006–07)  
 Boise State University (ID) (2005–06)  
 California State University, Sacramento (2003–04)  
 College of Charleston (SC) (2006–07)  
 Fairleigh Dickinson University (NJ) (2003–04)  
 Fordham Schools of Business (NY) (2003–04)  
 Indiana University-Purdue University Indianapolis (2004–05)  
 Juniata College (PA) (2004–05)  
 Kalamazoo College (MI) (2003–04)  
 Kansas State University (2003–04)  
 New Mexico State University (2006–07)  
 Northern Virginia Community College (2005–06)  
 Pace University (NY) (2005–06)  
 Pacific Lutheran University (WA) (2004–05)  
 Park University (MO) (2004–05 and 2006–07)  
 St. Mary's University (TX) (2004–05)  
 University of Denver (CO) (2005–06)  
 University of Iowa (2006–07)  
 University of South Florida (2004–05)  
 University of Wisconsin–Madison (2004–05)