



SUNY CORTLAND

American Council on Education

Integrated Approach to
Comprehensive Internationalization

Lessons Learned

February 4, 2010

The Five-Continent Strategy

- This term had evolved over time and became solidified as an institutional goal, serving as a written logo of sorts, in terms of clarity of focus, organization, purpose and planning.
- Inclusive to all internationalization components
- Served as a benchmark to measure progress during the review.
- Our challenge was to take an existing 432-page document outlining our international activities and aspirations and work with it
- Was supported by an existing Functional Assessment of International Programs

A.C.E. Co-Chairs: Choosing the Right Leadership

- Ted Fay, Chair, Sport Management Dept.
(School of Professional Studies)
- * Sharon Steadman, Associate Professor, Sociology/Anthropology
& International Studies Coord.
(School of Arts and Sciences)
- * Marley Barduhn, Assistant Provost for Teacher Education
(School of Education)

Identify strategic allies in choosing the Laboratory Team
Select members for their prior international work and their
potential future promise



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Provost's Charge to the Internationalization Leadership Team

The Internationalization Laboratory of the American Council on Education (ACE) is an outgrowth of the Internationalization Collaborative, a group of over 80 institutions of all types that have made a serious commitment to internationalization. The Laboratory involves a small group of institutions interested in engaging closely with ACE for 16 to 20 months to address the complex issues surrounding comprehensive internationalization and assessment at the undergraduate level.

As the ACE Leadership Team you are expected to help deepen our internationalization of the campus. As such you are being charged to do the following:

- Engage the campus through departments and other forums in a

Calendar

January						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
				2010		

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Creating the Internationalization TEAM

The ability to engage **new faculty** in the process of internationalization is a critical component of creating a successful team that bridges all areas of the campus and builds infrastructure for the future. The challenge of engaging **seasoned faculty** to revitalize and grow in new international areas includes surprises and rewards.

Ted Fay, A.C.E. Co-Chair

Internationalization Review Process at SUNY Cortland

Expanded 12 members to 26 members on A.C.E. Team

Selected strategic co-chairs from each School

Formed 3 major subcommittees:

Faculty/Staff Development, Student International Education,
Curriculum Integration

Resulting in:

- a. faculty/staff survey, used:
 - 1) as the foundation for A.C.E. Lab Team visits to Departments
 - 2) as a tool for coaching and consulting to assist in the development of departmental long-range internationalization plans.
- b. open campus meetings
- c. college-wide audit of courses, including syllabi
- d. benchmarking from other successful colleges of similar size
- e. surveys for developing/refining student learning outcomes
- f. A.C.E. Team visit

One thing I learned well by participating in the A.C.E. Lab was to ignore college administrators and faculty who say “We’ve never done that before” and “That will never work here.” It *will* work here if we all can think outside the traditional institutional box and stretch.

Sharon Steadman, Co-Chair

Planning and Preparation for Engaging the Faculty through Department visits:

What do we need to know, to anticipate and to prepare before 'going out there.'

Creating the interview

Go with survey data in hand: do your homework

Prepare a faculty script: rehearse! rehearse!

Role play your worst case scenario: critique

Debrief and communicate after each encounter

Share the insights, the successes, the unexpected findings

Faculty Engagement in the Internationalization Review

“Faculty resistance is best met with the personal touch: go to their departments, their offices; meet them on their own turf. The time you dedicate to this will pay off in more positive results than any other approach you could take.”

Sharon Steadman, Co-Chair

Keeping your ear to the grapevine as the process unfolds

- “this is just from a bunch of internationalists: all they want to do is travel themselves”
- “this will just be another report on a shelf, busywork for the faculty”
- “we are just a regional college, why should we think globally?”
- “all the resources will go there and there won’t be any left for MY pet project”

Measuring Functional Effectiveness of Education Abroad Programs

- What are the 'mission-critical' components of successful Education Abroad programs?
- How well is the international partnership working?
- By what measures would we know this?
- Calibrating rating indexes and achieving interrater reliability
- Using results as a strategic road map to further internationalization

For further information on **SUNY Cortland**:

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