As the drivers of teaching and research on campus, faculty play a critical role in higher education institutions’ efforts to internationalize. However, data from colleges and universities participating in ACE’s 2011 Mapping Internationalization on U.S. Campuses survey indicate that institutional support for faculty engagement in internationalization does not always reflect this reality. Data below are for four-year institutions.

**EMPLOYMENT POLICIES**

**FACULTY HIRING DECISIONS**

Give preference to candidates with international background, experience, or interests

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Rarely</th>
<th>Occasionally</th>
<th>Frequently</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>18%</td>
<td>26%</td>
<td>47%</td>
<td>8%</td>
</tr>
<tr>
<td>Private</td>
<td>8%</td>
<td>12%</td>
<td>19%</td>
<td>8%</td>
</tr>
</tbody>
</table>

**FACULTY PROMOTION AND TENURE**

Specify international work or experience as a consideration in promotion and tenure decisions

**TENURE POLICIES**

Examples of internationally focused criteria and activities included in tenure policies

- **RESEARCH**
  - international conference presentations; international publications; international research collaboration

- **TEACHING**
  - teaching abroad; study abroad program development, direction, delivery; curriculum internationalization and pedagogy

- **REPUTATION**
  - international awards/honors; external support letters about international stature of faculty member; international reputation

- **SERVICE**
  - contributions to international professional organizations; international development work

**FUNDING**

Offer funding to support globally focused faculty activities

- **PUBLIC**
  - Faculty leading students on study abroad programs: 81% up 5% from 2006
  - Internationalization of courses: 40% up 5% from 2006

- **PRIVATE**
  - Faculty studying or conducting research abroad: 59% down 3% from 2006

- **SERVICE**
  - Faculty development seminars abroad: 20% down 5% from 2006

**PROFESSIONAL DEVELOPMENT**

Provide opportunities for faculty to build internationalization-related skills and competencies

- **WORKSHOPS ON INTERNATIONALIZING THE CURRICULUM**
  - 42% of public institutions
  - 31% of private institutions

- **WORKSHOPS ON GLOBAL LEARNING ASSESSMENTS**
  - 14% of public institutions
  - 15% of private institutions

- **OPPORTUNITIES TO IMPROVE FOREIGN LANGUAGE SKILLS**
  - 20% of public institutions

For more information, see these ACE publications: Mapping Internationalization on U.S. Campuses, 2012 Edition and Internationalizing the Tenure Code: Policies to Promote a Globally Focused Faculty.

Analysis by Lucia Greve, Graduate Research Associate
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