

# ACE INTERNATIONALIZATION LAB IMPACT PROFILE

Case Western Reserve University (2011–12)



*Case Western Reserve University (OH) improves and enriches people's lives through research that capitalizes on the power of collaboration and education that dramatically engages our students. We realize this goal through scholarship and creative endeavor that draws on all forms of inquiry; learning that is active, creative, and continuous; and promotion of an inclusive culture of global citizenship.*

## GOALS FOR THE LAB

In 2007, under the leadership of a new president, Case Western Reserve University (CWRU) embarked on an institution-wide strategic planning process. Internationalization emerged as a major area of focus in our institutional mission and vision. While broad statements about internationalization directions were included in the new planning documents, the what, when, and how of implementation were yet to be determined.

Our first senior international officer (SIO) was appointed in 2009, with a mandate to chart a more detailed path forward. An **internationalization-specific strategic planning process was initiated and was already underway** when the new SIO learned of the ACE Internationalization Lab. This process resulted in a university-wide international strategic plan (the Plan for Internationalization).

Most of the other institutions in our cohort had not yet started strategic planning for internationalization, so we were a bit ahead of the curve at the outset. During the Lab, we hoped to **build upon and refine our previous work**. To this end, our specific goals for the Lab were to:

- Leverage ACE's expertise, resources, and tools to ensure that we were doing strategic planning the *right* way in order to maximize the potential for success.
- Develop a nuanced understanding of our priorities, including what to push and what not to push in different areas.
- Garner the endorsement of a prestigious outside organization to validate and affirm our internal process and recommendations.

# INTERNATIONALIZATION LAB IMPACT PROFILE

Case Western Reserve University

## LAB TASK FORCE RECOMMENDATIONS

The task force's major recommendations focused on **organizational structure** and establishing a more **coherent presence** for all things international at CWRU. In particular, the task force proposed the creation of a Center for International Affairs that would house the Office of Education Abroad, the Office of International Students and Scholars, and a new Office of Global Strategy. Location and aesthetics of the Center were important—the idea was to design a high-profile, welcoming, central space that would allow for communication and coordination among units and initiatives, and signify the importance of internationalization to the CWRU community.

## OUTCOMES AND ACCOMPLISHMENTS

Building on the Plan for Internationalization, per the Lab task force's recommendations, CWRU's Center for International Affairs opened in 2011. The campus response and impact have been extremely positive; we have seen an **increase in international student numbers and undergraduate study abroad rates**, and through the Office of Global Strategy, have formed **strategic relationships** with new partners around the world—including arguably the top academic hospital systems in both Brazil and Taiwan and a major engineering university in China. More broadly, there is a **different sense and culture around internationalization**—we are simply a more international institution than we were in the past.

Since completing the Lab, we have developed a follow-on internationalization plan that focuses on initiatives at the graduate and professional levels, and are now considering how to create a **greater presence for ourselves around the world**. We are looking at what we reward in the faculty promotion and tenure process, and how this in turn impacts our international profile and stature, and our ability to attract students, faculty, and resources.

## ADVICE AND LESSONS LEARNED

**Consensus is crucial.** It is important to ensure that all stakeholders are directly involved in the on-campus work of the Lab (e.g., as members of the task force) or have a voice in the process. This includes stakeholders who are skeptical or critical of internationalization.

Do not wait until the end of the Lab process to begin implementation. **Address key recommendations and pressing issues as soon as possible** in order build support and enthusiasm and demonstrate value.

**Written by:** David Fleshler, Vice Provost for International Affairs,  
Case Western Reserve University, david.fleshler@case.edu

## INTERESTED IN JOINING THE LAB?



**CIGE@ACENET.EDU**

**WWW.ACENET.EDU/ACELAB**