



INTERNATIONALIZATION: SETTING THE STAGE

ACE INTERNATIONALIZATION LAB

In August 2018, at the invitation of the American Council on Education (ACE), UMBC joined the 16th cohort of ACE's Internationalization Laboratory. The Lab engages a select group of colleges and universities in assessing their current international activities and considering how they might like to move forward with such work in the future. Institutions engaged in the Lab review their progress and consider recommendations in the six areas of ACE's Model for Comprehensive Internationalization:

Since 2002, 138 institutions have participated in the program. In addition to UMBC, other institutions participating in the 16th cohort are:

- Albany State University (NY)
- Auburn University (AL)
- Florida Gulf Coast University
- Franklin & Marshall College (PA)
- George Mason University (VA)
- Holy Family University (PA)
- Monmouth University (NJ)
- SUNY College at Brockport
- University of California, Santa Cruz
- University of Maryland, Baltimore

ACE'S MODEL OF COMPREHENSIVE INTERNATIONALIZATION

The American Council on Education (2006) defines **comprehensive internationalization** as "a strategic and integrated approach to internationalization in which institutions articulate internationalization as an institutional goal (if not priority), develop an internationalization plan driven by sound analysis, and seek to bring together the usually disparate and often marginalized aspects of internationalization."

The **CIGE Model for Comprehensive Internationalization** is comprised of six interconnected target areas for institutional initiatives, policies, and programs:



Globalization is changing the landscape of higher education and represents "the most fundamental challenge faced by the University in its long history" (Scott, 2000, p. 5).

Internationalization is a response to globalization and represents one of the most important trends in higher education.

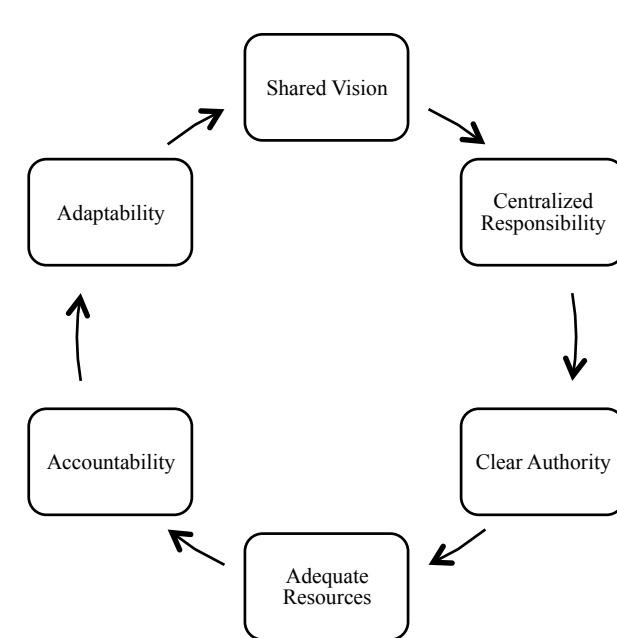
Fig. 1: ACE's CIGE Model of Comprehensive Internationalization.

1. Articulated Institutional Commitment
2. Administrative Leadership, Structure, and Staffing
3. Curriculum, Co-curriculum, and Learning Outcomes
4. Faculty Policies and Practices
5. Student Mobility
6. Collaboration and Partnerships

BENEFITS OF COMPREHENSIVE INTERNATIONALIZATION

1. For our students internationalization helps them to develop the global critical thinking essential to contributing as citizens of the world and competing in the international marketplace.
2. For our communities internationalization links them to the world, expanding opportunities for university service and engagement while also enhancing their global competitiveness.
3. For our nation internationalization contributes to national security and a vital economy, and prepares future world leaders who know and value American democracy.
4. For our institutions internationalization enlivens faculty scholarship and teaching, expands research opportunities, and provides a pathway to national and international distinction. (NASULGC Task Force on International Education, 2004, p. viii)

INTERNATIONALIZATION FRAMEWORKS



According to Jane Knight (2015, 2), "internationalization at the national, sector, and institutional levels is defined as the process of integrating an international, intercultural, or global dimension into the purpose, functions or delivery of postsecondary education." Thus, internationalization represents transformative organizational change that requires genuine institutional commitment and prioritization if it is to be both effective and lasting.

A fundamental purpose for higher education is the production and exchange of new knowledge about our world. International research and teaching collaborations provide strong support for global learning at home and abroad through incoming and outgoing student, faculty, and staff international mobility. Through these international collaborations, we serve higher education's purpose by leveraging diverse ideas and perspectives for creative generation of knowledge. Our students, staff, and faculty already engage in this process daily. Strategic, comprehensive internationalization allows us to take this process to an international scale and become a truly competitive institution at the global level.

When done well, internationalization substantially increases interaction and collaboration among diverse people, ideas, and perspectives while also advancing the well-being of the students, staff, faculty, and communities served by our university and through our international partners. A desired outcome of internationalization then becomes the enhancement of UMBC's impact on the well-being of people locally, nationally, and globally.

BENCHMARKING STUDY

As a major component of the ACE Lab self-study process at UMBC the IES staff engaged in multiple efforts to study the international programs, activities, and services offered by UMBC's official peer institutions. To begin, we utilized data from UMBC's Office of Institutional Advancement (OIA) to identify official peer institutions, aspirational peer institutions, and other public institutions in Maryland that have made public commitments to internationalization. From this list of 19 universities (Table 1), we undertook several activities. First, we gathered several pieces of important information from the international office websites of the respective universities. During spring 2019 IES staff also conducted a phone survey of senior international officers at 11 of these universities, representing an excellent sample of UMBC's peer and aspirational peer institutions. Other data sources we used includes IPEDS and SEVP.

Peer	Aspirational Peer	Other Public Institutions in Maryland with Commitments to Internationalization
Binghamton University (SUNY)	Georgia Institute of Technology	Morgan State University
George Mason University	Stony Brook University	Salisbury University
Miami University	University of Connecticut	Towson University
New Jersey Institute of Technology	University of Pittsburgh	University of Maryland, Baltimore
North Carolina State University		University of Maryland, College Park
University of California Riverside		
University of California Santa Cruz		
University at Albany (SUNY)		
University of Massachusetts, Amherst		
University of Massachusetts, Lowell		

THE CENTRAL INTERNATIONAL UNIT

Focus	Name of Central International Unit	Senior International Officer	Institution
Affairs	Division of International Affairs	Assistant Vice President for International Affairs	Morgan
Affairs	Office of International Affairs	Vice Provost for International Affairs	UC Riverside
Affairs	Office of Global Affairs	Vice President for Global Affairs	UCONN
Affairs	Office of Global Affairs	Vice President and Vice Provost for Global Affairs and Dean of International Academic Programs and Services	Stony Brook
Affairs	Office of International Affairs	Associate Vice President for International Affairs	UM, College Park
Education	Center for International Education	Assistant Provost for International Education	Salisbury
Education/Initiatives	Office of International Education and Global Initiatives	Executive Vice Provost for Int'l Initiatives & Chief Global Affairs Officer	Binghamton
Education/Strategy	Center for International Education and Global Strategy	Dean and Vice Provost for International Education	SUNY Albany
Engagement	Division of Global Engagement	Vice Provost of Global Engagement	UC Santa Cruz
Engagement	Office of Global Engagement	Senior Vice Provost for Global Engagement	NCSU
Initiatives	Center for Global Engagement Initiatives	Executive Director	UMBI
Initiatives	Global Initiatives	Assistant Provost for Global Initiatives	Miami University
Initiatives	International Initiatives	Vice Provost for International Initiatives	GA Tech
Initiatives	International Initiatives Office	Assistant Vice President for International Initiatives	Towson
Programs	International Programs Office	Associate Provost of International Programs	UM Amherst
Programs/Services	Office of International Programs and Services	Vice President for Global Strategy (vacant)	George Mason
Services	Office of International Education Services	Associate Vice Provost for International Education	UMBC
Studies	University Center for International Studies	Vice Provost for Global Affairs & Director of University Center for International Studies	UPITTI
None	N/A	Director, Global Initiatives	NJIT
None	N/A	Executive Director of International Administration	UM Lowell

FOCUS/SCOPE OF CENTRAL INTERNATIONAL UNIT

Level 3: Strategy

Description: At this level, the international office staff is formally included in institutional level decision making so that internationalization becomes and remains a strategic priority.

Institutions: SUNY Albany, Binghamton, UCONN, UPITTI, GA Tech, Miami Univ., NC State, UM-College Park, Morgan, UM-Baltimore, Towson, Stony Brook, UC Riverside, UC Santa Cruz

Level 2: Programs

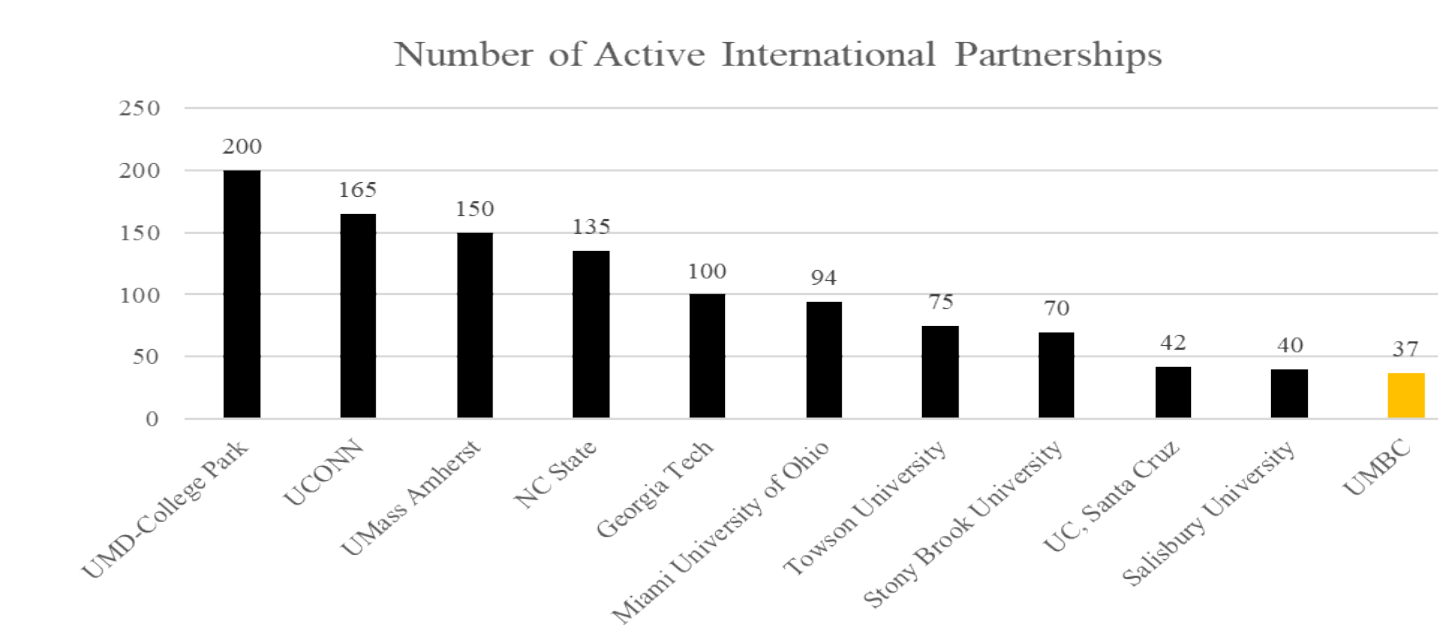
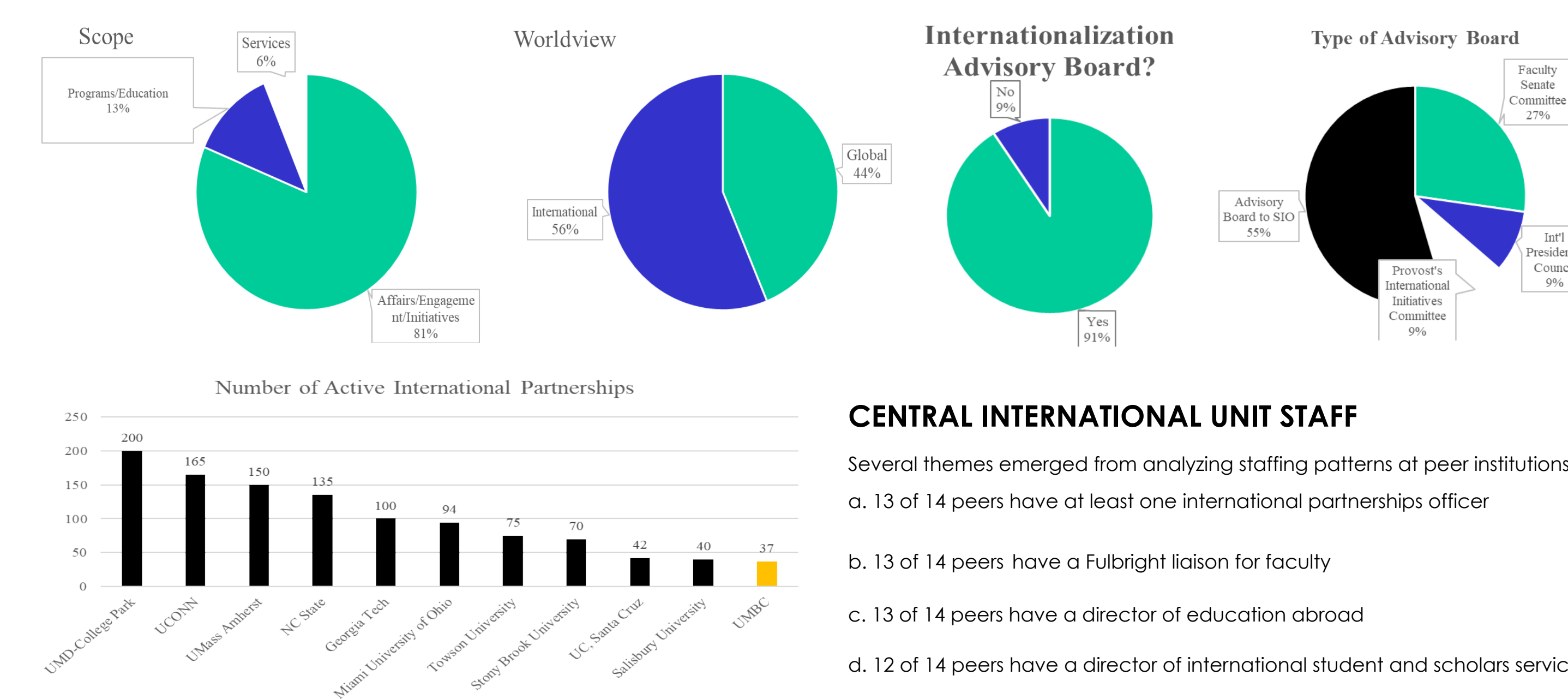
Description: At this level, the international office oversees and operates educational programs through functions such as in-house education abroad programs or intensive english institutes and is often seen as an academic unit/department.

Institutions: All except UMBC

Level 1: Services

Description: At this level, the international office staff provide immigration and other services to students, employees, or other stakeholders.

Institutions: All 19 are engaged at this level.



CENTRAL INTERNATIONAL UNIT STAFF

- Several themes emerged from analyzing staffing patterns at peer institutions:
- 13 of 14 peers have at least one international partnerships officer
 - 13 of 14 peers have a Fulbright liaison for faculty
 - 13 of 14 peers have a director of education abroad
 - 12 of 14 peers have a director of international student and scholars services
 - 12 of 14 peers have at least one international finance officer
 - 12 of 14 peers have at least one international marketing/communications officer

NATIONAL TRENDS

Figure 3. Percentage of institutions with dedicated strategic plans and task forces for internationalization (2017)

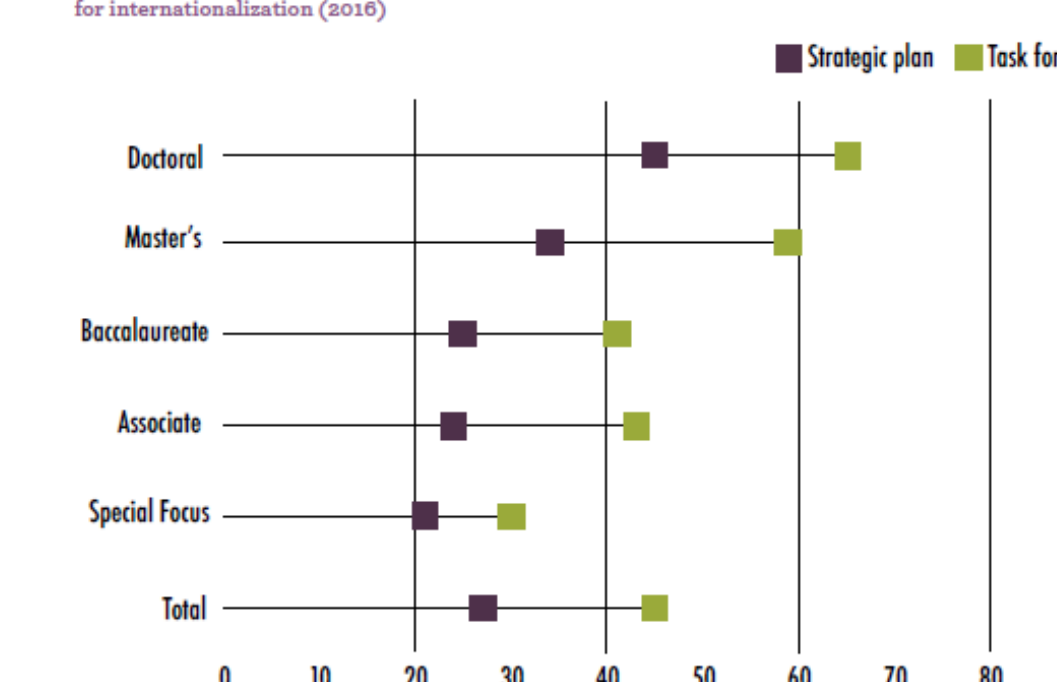


Figure 5. Percentage of institutions with a full-time administrator who oversees multiple internationalization activities or programs

