

Comprehensive Internationalization: From Concept to Action (Hudzik, 2011)

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*International Conference “Rationales for Internationalization”
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The Boston College
Center for International Higher Education



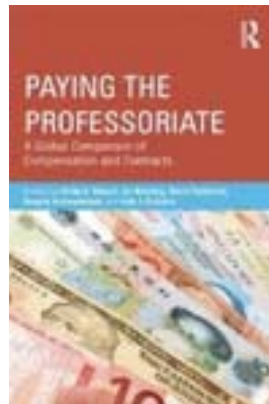
Agenda

- A word about CIHE
- What is “comprehensive internationalization” (CI)?
- Why CI now?
- What does CI mean in practice?
 - * Planning
 - * Implementing
 - * Addressing challenges
 - * Committing
- Placing (American) CI in a broader perspective

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A word about CIHE

- Established in 1995 by Philip G. Altbach
- Dedicated to “advancing knowledge about the complex realities of higher education in the contemporary world”
- Produces publications and analysis



- Supports graduate education in higher education administration
- Hosts visiting scholars

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A word about CIHE



Russian language edition of IHE: <http://ihe.nkaoko.kz/>

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What is comprehensive internationalization (CI)?

- A framework term for internationalization in American HEIs since at least 2002 (American Council on Education, ACE)
- In 2010, new consideration of the topic commissioned by NAFSA: Association of International Educators

* Internationalization Dialogue Task Force (9 members)

* Work led by Professor John K. Hudzik:

- * Dean of International Studies at Michigan State University (MSU)
- * VP for Global Engagement and Strategic Projects at MSU
- * Past President/Chair of the Board of Directors of NAFSA
- * Past President of the Association of International Education Administrators (AIEA)

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What is comprehensive internationalization (CI)?

Comprehensive Internationalization: From Concept to Action
Hudzik (2011). Washington, DC: NAFSA



Purpose: "...a shared foundation for discussion, dialog, and enhanced commonality of purpose and coordination among the growing and diverse types of individuals engaging internationalization."

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What is comprehensive internationalization (CI)?

“...a commitment, confirmed through **action**, to **infuse** international and comparative perspectives throughout the teaching, research and service missions of HE. It is essential that it be **embraced** by institutional leadership, governance, faculty, students, and all academic service and support units. It is **an institutional imperative**, not just a desirable possibility.”

“...not only impacts **all of campus life** but the institution’s **external frame of reference**, partnerships, and relations...”

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Why CI now?

- The “American century” is over.

Isolationism... Missionary role...no longer tenable in the face of the profound **changes, challenges** and **opportunities** presented by globalization.

- Globalization = complexity, “an expansive multilateral trade in ideas”
- Globalization = possibilities for competition and collaboration
- Global **versus** local = zero-sum game --> better to think of **synergy**. Synergy offers an alternative, whereby a mutually reinforcing dynamic becomes possible and powerful (despite the real possibility of “dislocations”)

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Why CI now?

Again, CI is an **imperative**, there is little choice:

And **not committing to CI** “would accelerate the consequences of the **unlevel playing field**” that exists when there is **ineffective participation** “**within a global reconfiguration** of markets, systems of trade, research and discovery, communications and quality of life”

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What does CI mean in practice?

Planning

Matching comprehensive internationalization to institutional realities: **mission**

- What are the **intellectual drivers** and motivations for CI?
- Who are the “**clients**” (consumers, stakeholders)? What is their “**geography**”?
- What is the **scope of institutional leadership and strength of its commitment** to CI?

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What does CI mean in practice?

Planning (cont'd)

- Who will be **responsible and assessed** for their contributions to CI?
- Will **key “sectors”/stakeholders** support CI?
- How is **leadership and support** for CI organized?
- Are there/can there be **sufficient resources** to support (and sustain) the vision?
- Is there commitment to **“mainstreaming”**?

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What does CI mean in practice?

Implementing

Creating an **organizational culture** for CI:

1. Clear and consistent leadership from the top--> “messaging”
2. Faculty support and engagement
3. Persistence and adaptability
4. Clear and measurable goals

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What does CI mean in practice?

Addressing challenges

- Homogenization and inappropriate use of rankings
- “Best practices” fixation --> good and model practices
- Quality loss via commercialization and commodification
- Status quo stagnation
- Faculty resistance

Barrier reduction:

1. Faculty incentives
2. Unit-level inducements

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What does CI mean in practice?

Committing

1. Making the case
2. Aiming high: “long-range commitment and audacious goals”
3. Promoting “shared responsibility and collaboration”
4. Fostering collaborative and coordinating leadership
5. Integrating CI into institutional policies and processes

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Placing CI in a broader (non-US) perspective

[Laura Rumbley's opinions, not (necessarily) John Hudzik's!]

- US contextual considerations can't be applied wholesale
- Much of the “what” may be applicable, but the “how” likely needs careful local (re)consideration
- Very difficult to generalize about the relative positions of other global regions...
 1. generalized “uptake” of internationalization agenda
 2. real interplay between homogenization and diversity
 3. growing buy-in to the notion of a “pyramid” approach: solid base of general activity, topped by a focus on specialized or niche activities

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Thank you ~ с п а с и б о

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