

AIEA Town Hall Conference Call  
Wednesday, August 19, 2020  
Moderated by Kerry Geffert  
Presenters: Aaron Clevenger, Elaine Meyer-Lee

*This is a record of chat conversations during the conference call.*

**From Darla Deardorff :** Welcome everyone! So glad you're here. Please introduce yourselves here in chat.

**From Christa Olson :** Hello from Christa Olson at The College of New Jersey

**From Casey Dinger :** Hello all, Casey Dinger from the University of Denver.

**From Anne Dahlman :** Hi from Minnesota State Mankato!

**From mark novak:** Mark Novak, CSU Bakersfield

**From Joy Stevenson:** Hi from the University of Missouri-Kansas City !

**From Neal McCrillis:** Neal McCrillis from the University of Illinois at Chicago

**From Adrienne Cromwell:** Good afternoon from UNC Chapel Hill

**From Helen Gaudette:** hi everyone, this is Helen Gaudette, from the Fashion Institute of Technology in NYC

**From Katy Crossley-Frolick:** Hi all, Katy Crossley-Frolick from Denison University

**From Eny Di Iorio:** Ciao tutti! Hello from Florence, Italy! Loreno de' Medici Institute

**From Susan Jagendorf-Sobierajski:** Hello from Susan Jagendorf-Sobierajski at SUNY Cobleskill.

**From mark novak :** Mark Novak, CSU Bakersfield

**From Mike Brzezinski :** Greetings from Purdue University, home of the Boilermakers!

**From Vivian-Lee Nyitray:** The University of California Education Abroad Program sends everyone best wishes!

**From Kristen Aguto :** Hi from ISEP Study Abroad!

**From Michael Pippenger :** Hello, Michael Pippenger from the University of Notre Dame. Greetings from South Bend!

**From keisha liggett :** Hi Keisha Nichols, UC Davis

**From Vivian-Lee Nyitray :** The University of California Education Abroad Program sends everyone best wishes!

**From Mihaela Metianu:** Hello from Florida Atlantic University!

**From Andy Sutton:** Greetings from University of Hawaii

**From Helen Gaudette :** hi everyone, this is Helen Gaudette, from the Fashion Institute of Technology in NYC

**From John Tansey:** Hello from John Tansey at Dartmouth College

**From Jaishankar Raman:** Hello, Jaishankar Raman , California State University, Office of the Chancellor

**From Ann Kuhlman :** Hello from Yale University.

**From Katy Crossley-Frolick :** Hi all, Katy Crossley-Frolick from Denison University

**From Lori Hartmann :** Lori Hartmann from Centre College in Danville, KY

**From Yuri Sakamaki:** Yuri Sakamaki, California State University, Bakersfield

**From Bill Clabby:** Hi from Bill Clabby at University of California, Irvine

**From Hussein Baghirov:** Hi from western Caspian University, Baku, Azerbaijan.

**From Wing-kai To:** Wing-kai To, Bridgewater State University, MA

**From Terence Miller :** Hello, Terence Miller from Marquette University.

**From Erika Wilkens:** Greetings from Syracuse University.

**From Daniel Reynolds :** Dan Reynolds Mississippi State University

**From Jennifer Engel:** Jenn Engel from CIS Abroad... Hi to everyone!

**From Kim Pernice :** Hi to all from Rutgers University in NJ

**From Nicole Tami:** Morning/afternoon- Nicole Tami from The University of New Mexico

**From Jon Stauff:** Hi - Jon Stauff from South Dakota State Univ in Brookings, SD

**From Mark Lazar :** Hi Everyone from Mark Lazar at Open World Solutions (OWS)!

**From Randy Kluver:** hello, all, from Oklahoma State!

**From Megan Lawther:** Hello from Ohio State in Columbus, Ohio!

**From Natalia Dyba:** Hello from Natalia Dyba at the University of Washington Bothell!

**From Darla Deardorff :** Thanks again everyone for joining us today! Just a reminder to that Town Hall Guidelines can be found on AIEA's website. Also, today's town hall discussion will be recorded, along with the chat transcript.

**From Jeet Joshee:** Hello everyone - Jeet Joshee from Cal State Long Beach.

**From Patricia Sheffer:** Hello all, Patti Sheffer from the TOEFL Program, Princeton, NJ

**From Darla Deardorff :** Please do put any questions in the Q&A, and all participants are welcome to also respond to questions there. For comments or general discussion, please do use the chat feature and please make sure chat is set to "All panelists and attendees."

**From Mike Brzezinski :** Unfortunately it's difficult to predict with confidence even next month.

**From Darla Deardorff :** Participants are strongly encouraged to use the chat feature to connect and share with each other - questions, comments, insights, resources and so on.

**From Peter May :** Peter May here in Vermont (Peter F May Consulting International)

**From Alejandra Parra:** Alejandra Parra from Florida International University-greetings to everyone!

**From Christa Olson :** I'm hoping that we can discuss today how to best assess our institutions readiness for agility and innovation with global engagement.

**From Darla Deardorff :** From Aaron - Key principles of resiliency to build in agility: invest in resilience resources in advance, invest in human capital, engage in action planning, build advocates, monitor and evaluate (using data).

**From Darla Deardorff :** Such an important point about investing in human capital and using this wisely!

**From Susan Lambert :** Hello to all from Susan Lambert, Japan Study Abroad Foundation, US Office, Charlotte, NC. Will the slides be available after the Town Hall?

**From Darla Deardorff :** Susan - slides will be made available to AIEA members behind the member wall, along with the chat transcript and the recording.

**From Sue Roberts:** Hello from the University of Kentucky.

**From Anne Dahlman :** This reminds me of a leadership framework during crisis by Gary Burnison “(Leadership U: Accelerating Through the Crisis Curve). The steps are: 1) Anticipate, 2) Navigate (course correction in real time), 3) Communicate, 4) Listen (even if you don’t want to hear). 5) Learn (fail fast, learn faster), 6) Lead

**From Mike Brzezinski :** Charting options is a good method but it presumes one knows all possible outcomes. I have found this to be anything but true during this pandemic. I would not want to be pinned down to only the options I thought of during this crisis. Many times new options emerged based on new information and due to unforeseen outcomes

**From Darla Deardorff :** Great point Mike! To all: How are you proceeding in this regard?

**From Darla Deardorff :** @Anne- thanks for sharing the leadership framework from Burnison - really appreciate that! To all: what other resources come to mind when it comes to agility and resilience?

**From Funwi Ayuninjam:** Greetings from Atlanta!

**From Mike Brzezinski :** Great presentation Aaron!

**From Sheila Gersh:** Hi all...Sheila Gersh from NYC

**From Chris Gallagher:** Ron Heifetz’s Adaptive Leadership comes to mind. (Hello from Northeastern U in Boston)

**From Anthony Rotoli :** Great Job Aaron!

**From Ben Waxman:** Agree! Aaron's focus on human response to all of this is key. Invest in one thing or another. Plan for one thing or another. Communication and trust among the team is essential regardless of the rest.

**From Aaron Clevenger :** Such a fantastic point Mike

**From Aaron Clevenger :** So well said Ben!

**From Mike Brzezinski :** In my opinion AIEA has been the most effective US based international education organization during this pandemic. Their pivot to offering virtual webinars on a regular basis has been extremely helpful and appreciated.

**From Darla Deardorff :** Thanks so much for your kind words Mike - it's been great to have yours and others' active participation in these town hall discussions as we all learn from each other through these challenging times.

**From Andy Sutton:** I totally agree with Mike—these town halls have been consistently high quality, informative, helpful, inspiring.

**From Andy Sutton :** I totally agree with Mike—these AIEA town halls have been consistently high quality, informative, helpful, and inspiring.

**From Anne Dahlman :** The challenge on our campus has been communicating when there's need for communicating but no information ready to share. Suggestions?

**From Alea Cot:** Great points, Elaine. Thank you.

**From Darla Deardorff :** To Elaine's point, universities are having to deal with making those calls even as we are here on this call today - just like UNC-Chapel Hill moving to all online in the last 2 days given the COVID breakouts among students there. How are others dealing with this rapid pivot? What are your institutions doing?

**From John Sunnygard :** This is our "Black Swan" moment. A profound shock reveals things that in hindsight are obvious. What are those obvious things? BLM and the structures of higher education and international education as historically white, for example.

**From Grant Chapman :** hello from Kansas State and thanks to AIEA for these programs

**From Leo Van Cleve:** Anne, agree, that is a very good point. We have had so much ambiguity.

**From Mike Brzezinski :** We will not bat 1000 with decisions we make during this unprecedented time. So we cannot beat up ourselves when our internal Monday morning quarterback tries to bring us down! We will make mistakes and not always make the best optimal call

**From Anne Dahlman :** Yes I will. Apologies.

**From Anthony Rotoli :** Great job Elaine!

**From Sue Roberts :** Thanks for the very thoughtful remarks Elaine.

**From John Sunnygard :** excellent Elaine!

**From Mihaela Metianu:** Our Provost has held bi-weekly "coffee with the Provost" sessions for all Academic Affairs staff. These sessions have helped to clarify and provide an opportunity for Q&A on a variety of topics -- racial justice, international education, reopening plans, etc.

**From Kristen Aguto :** Great presentation, Elaine! I appreciate your insight and reaffirming we are on the right track as much as we can be.

**From Mike Brzezinski :** Purdue is still plowing full steam ahead to start in-person on Monday. Student, faculty and staff in-behavior will dictate how we do. I think we have done everything we possibly could to prepare for this fall semester..

**From Sonia Feigenbaum:** As we discuss agility and the move of some institutions to all online (UNC, MSU, etc..), have you all considered the impact on students from China and the technology your institution is using to deliver courses?

<https://www.asianstudies.org/aas-statement-regarding-remote-teaching-online-scholarship-safety-and-academic-freedom/>

**From Sonia Feigenbaum:** <https://www.wsj.com/articles/chinas-national-security-law-reaches-into-harvard-princeton-classrooms-11597829402>

**From John Sunnygard :** Agility and higher education is an oxymoron, but, units within universities can demonstrate extraordinary innovation and flexibility.

**From Alea Cot :** It is very challenging to address the systemic inequities in international education against financial constraints brought on by the pandemic. What are your thoughts?

**From Ben Waxman :** An ability to innovate requires leadership to have a tolerance for failure. Innovation, by definition, involves testing paths until the success appears. If an organization has leaders without that tolerance for risk, innovators get slapped when they fail on the first try. No one wants to try that again. Institution's get stuck. Better to celebrate the quick failure and the learning that emerged. Encourage and fund innovation.

**From Katy Crossley-Frolick :** If virtual and hybrid formats are “here to stay,” combined with new and intense financial pressures on higher ed institutions and study abroad providers, is there a potential “clash of agilities” that will test/alter these partnerships in permanent ways?

**From Mike Brzezinski :** @Ben - very well stated

**From Michael Pippenger :** I agree with Elaine that the transparency of being comfortable with NOT knowing and saying so to your stakeholders, trusting in their intelligence and understanding as you and your institution work it out can be very powerful.

**From Darla Deardorff :** @Ben - thanks for bringing up importance of risk tolerance as well as tolerance for failure

**From Darla Deardorff :** Key point from Aaron - TRUST is so key!

**From Nicole Tami:** How do you handle the conflict that arises between institutional plans that focus on domestic education? For example, suspension of institutional travel focuses on short-term travel but AY study abroad students fall under the policy.

**From Mike Brzezinski :** Prioritizing has been a tremendous challenge. Determining the priorities was/is like a whack a mole game - whichever issue raised its head highest got addressed first. Determining which head was highest was not easy.

**From Darla Deardorff :** From Kerry: What is in your control? Reach out to stakeholders with this.

**From Anne Dahlman :** I think showing vulnerability is key, much more important than decisiveness as many leaders come from a point of privilege and often majorities racially so showing that we get that some people are literally homeless and food-insecure is the only way to build trust.

**From John Sunnygard :** know thyself. what legacy structures do we have that perpetuate injustice? health and safety? sustainability? these are more apparent as things have blown up. we must address them in the “new normal “

**From Darla Deardorff :** Thanks so much to Terra Dotta, to our speakers and to all of you for your participation today!

**From John Sunnygard :** thanks! excellent presentations and comments

**From Chris Gallagher :** Thank you.

**From Kristen Aguto :** Thank you, Darla, and all the presenters! Excellent information here!

**From Ben Waxman :** thanks all!

**From Eny Di Iorio:** So many takeaways. Thank you!

**From Katy Crossley-Frolick :** Thank you!

**From Jon Stauff:** Thank you - excellent all around!

**From Sonia Feigenbaum:** Thank you!

**From Aaron Clevenger :** Anne your point on vulnerability is so on point

**From Erika Wilkens:** Thank you, very helpful.

**From Sonia Feigenbaum :** Thank you!

**From Sue Roberts** : Thank you for another excellent event.

**From Daniel Stoll**: Thank you!

**From Alea Cot** : Thank you very much!

**From Anna Cunningham** : Excellent presentations. Great opportunity to hear first hand experiences. Thank you.

**From Wondwossen Gebreyes**: Thank you for the great town hall.

**From Grant Chapman**: thank you

**From Wing-kai To**: Practical and relevant ideas/recommendations. Thanks.

**From Susan Lambert** : Many thanks for an excellent presentation!

**From Hussein Baghirov** : Thank you for shared experience!

**From Rosie Edmond** : Thank you this was great!

**From Christa Olson** : Thanks!

**From Allison Blizzard**: Thank you!

**From Megan Lawther**: Thank you!!

**From Darla Deardorff** : Thanks again everyone!

**From Darla Deardorff** : Remember to renew AIEA membership and the Aug 22 deadline for session proposals!