

The Search

(Getting involved in the search process for the new leader)

Scenario:

Imagine that your Provost, who is also your supervisor, has just announced her impending departure from your institution and that a search is underway.

Discussion Questions:

- How can you position yourself to be an integral part of the search process? What other stakeholders at the institution will be competing to be included in the search process?
- What language is required to be included in the Provost job description that will support internationalization?
- What attributes will be important in the next Provost if you are to be successful in comprehensive internationalization efforts?
- What are compelling stories/data to share with candidates to impress upon them the importance of your role (and internationalization) to their success?

Notes:

Onboarding

(Preparing documents, the team, and participating in the onboarding process of new leaders)

Scenario:

Imagine that the Board of Trustees at your institution has just announced the selection of a new President who will arrive on your campus in less than a month.

Discussion Questions:

- What documents/data/narratives are important to share to ensure a good 'first impression' for a new President on your campus?
- What stakeholders (beyond the international office) can you enroll in reinforcing the importance of internationalization to your new President?
- What strategies (in support of internationalization) have you utilized in on-boarding senior leaders to your campus? How do you get 'airtime'?
- Do you have examples of what not to do when onboarding new leaders?

Notes:

Faculty

(Advancing faculty engagement in support of internationalization through transition)

Scenario:

Your institution has just created a new Dean of Faculty role and intends to fill this position with internal candidates.

Discussion Questions:

- How important is this role in advancing internationalization and how can this position uniquely drive internationalization?
- What are the key elements of internationalization that can help this new dean be successful in their role?
- What are some of the most complex issues facing this dean and how can you partner with them on these issues?
- Make a list of internationalization issues that relate to faculty which you have encountered in engaging with the dean of faculty on your campus.

Notes:

Curriculum

(Advocating for curriculum internationalization during times of transition of authority responsible for this area)

Scenario:

Your institution has recently announced it will embark on a large scale re-design of the undergraduate core curriculum. The President has announced the members of the Phase 1 task force and the the first phase of the redesign process is about to begin.

Discussion Questions:

- How can you position yourself and faculty allies for appointment to key committees?
- What are stories/data to impress upon those leading curriculum reform to reinforce the value of global learning outcomes in the curriculum?
- How can you influence faculty to design curricular changes that support internationalization?
- What are examples of curricular components that would signal that internationalization is represented in the curriculum?
- Share examples of curriculum revisions on your campus that you have influenced for internationalization.

Notes:

Business Model

(Articulating a business model for internationalization to new leadership)

Scenario:

The new Chief Financial / Operating Office is looking closely at the institution's fiscal health.

Discussion Questions:

- How do you build internationalization into enrollment management strategy?
- How do you leverage global partners to increase institutional brand, decrease institutional risk?
- In what ways can you quantify internationalization activities that are revenue generating?
- How do you position the value of student mobility efforts when they are seen as a 'cost center'?
- Share examples where fiscal pressures from the senior leadership have required you to change funding models for internationalization.

Notes:

Development/Advancement

(Engaging with new leadership to advocate for advancement opportunities that support internationalization)

Scenario:

New leaders in Development/Advancement lead a campus-wide funding campaign to celebrate a milestone anniversary at the institution.

Discussion Questions:

- What do you include on a wish list for Advancement leadership, major gifts officers, international gifts officers, etc?
- What data and stories will you provide so that Advancement has persuasive evidence on which to base their asks?
- How do you link internationalization initiatives with existing Advancement priorities for the institution?
- Have you successfully collaborated with development/advancement to raise funds for internationalization? Share examples.

Notes:

Strategic Plan

(Preparing to contribute to strategic planning for president who may or may not embrace internationalization)

Scenario:

Your president kicks off a campus-wide strategic planning process at your institution.

Discussion Questions:

- How can you position yourself and campus-allies to be a part of the process?
- How do you ensure that internationalization strategy is woven into all facets of the strategic plan (for example, not just through traditional student mobility models)?
- Given that internationalization is often marginalized, what actions can be taken to ensure that internationalization is at the forefront of at least one of the strategic pillars of your institution?
- Share examples of how you have adapted your own departmental strategic plan to be nimble in times of institution wide strategic planning.

Notes: