



Newsletter

Fall 2009 • Issue 5

FROM AIEA'S PRESIDENT

Dear Colleagues:

I would like to begin by saying that it is a pleasure and honor to serve as President of AIEA this year. I think I can speak for many AIEA members when I say that this is an organization where camaraderie, unstinting professional support and advice, and collegiality are core components of who we are. Let us make sure that we work together to maintain and strengthen this tradition.

There is a wealth of good news that I would like to report to you about AIEA.

- Our annual conference in Atlanta in 2009 was highly successful in terms of the number of available sessions (the most ever with over 70 sessions offered), the number of participants (over 400 from 25 different countries), and the number of sponsors (thanks to AIEA's Vice President for External Relations, Duleep Deosthale for his excellent work in this area) - not to mention the exceptional food at the Opening Reception held at the Georgia Aquarium. Thank you again for your participation in the conference and we hope that you are planning to attend the 2010 conference in Washington, DC on February 14-17, 2010, chaired by President-Elect, Bill Lacy. The theme of the 2010 AIEA Conference is "Internationalizing Higher Education: Essential to Our Future."
- Despite the difficult economy, AIEA membership has continued to grow reaching our highest numbers with over 450 members, including 269 institutional members (the most ever). The 2007 Strategic Plan has led to a broader outreach to our colleagues as evidenced by current membership numbers and we thank Sabine Klahr (Chair, Membership Committee) and her committee for their excellent work.
- With the success of the annual conference and the stability of our membership numbers, the financial picture of AIEA is very good. This year, AIEA's executive

committee authorized Gil Merckx, our Treasurer and immediate past president, to establish an endowment fund for AIEA so that the organization will have added financial stability in future years.

- The Professional Development Committee under the leadership of Bill Davey has continued to offer valuable professional opportunities for our membership. These include the forthcoming 6th Joint EAIE/AIEA Transatlantic Dialogue in Toledo, Spain in September, a joint AMPEI/AIEA Dialogue of the Americas in Zacatecas, and a series of 3 webinars on Crisis Management, Strategic Planning, and Public Policy to be held over the next several months.
- Particularly noteworthy is AIEA's new Presidential Fellows Program, an initiative conceived under Gil Merckx's presidency and instituted this year. This mentorship program pairs relatively new SIOs with more experienced SIOs. A stipend of \$1500 is awarded to each Fellow to defray travel costs and other related expenses. 2009 is the inaugural year of this program, and we were pleasantly surprised by the number of excellent applications that we received. The Presidential Fellows Committee selected five AIEA members as 2009 Presidential Fellows. Please join me in congratulating the following awardees:

Dr. Susan Carvalho, Associate Provost for International Programs, The University of Kentucky

Dr. Jenifer Cushman, Dean, Center for International Education, Juniata College

Dr. Kenneth Curtis, Assistant Vice President, International Education and Global Engagement, California State University, Long Beach

Dr. Kailash Khandke, Assistant Academic Dean for Study Away and International Education, Furman University

Dr. Laurie Koloski, Director, Reves Center for International Studies, The College of William and Mary

FUTURE INITIATIVES

Highlighted below are some initiatives of AIEA in the near future, made possible through the dedicated work of AIEA members. We look forward to your active involvement in many of the following areas.

PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Given the strong interest expressed by the AIEA membership, I plan to pay particular attention to supporting and expanding the professional development opportunities and resources for AIEA members. This includes activities and opportunities sponsored solely by AIEA as well as collaborative activities with other organizations.

- The series of webinars on topics of interest to members will continue.
- AIEA has collaborated with NAFSA in the development of the Washington Symposium to be held in Washington DC on October 22-23, 2009.

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- AIEA will continue to offer/co-host with our “sister organizations” the successful “Dialogue” workshops (Transatlantic Dialogue, Global Dialogue, Dialogue of the Americas).
- AIEA will send out a call for applications for our second class of presidential fellows in 2010.
- AIEA plans to develop a series of one day seminars on topics of interest to the membership. These seminars will be developed in collaboration with AIEA and hosted by member institutions. Watch for more information coming soon.

PUBLICATIONS:

The AIEA Editorial Committee has 3 initiatives underway:

- Bridges to the Future (II): a four member editorial team (Hans de Wit, John Heyl, Tony Adams, Darla Deardorff) is in the process of developing the volume with the anticipated publication date of 2011.
- A series of selected AIEA Conference Sessions have been developed into written documents and posted on the AIEA website. More will be added from future AIEA conferences.
- A co-sponsored initiative (AIEA and AAC&U) will collect and make available a

series of syllabi from different disciplines that have been infused with global/international/intercultural content.

AIEA WEBSITE:

The last AIEA web redesign occurred in 2006 and it is time for us to consider another redesign. Darla Deardorff, Executive Director, is directing this process. Suggestions are welcome from the membership (email to aiea@duke.edu). Stay tuned for a “new look” in the not too distant future.

IN CLOSING:

I, the Executive Committee, and the Executive Director, welcome any comments, suggestions, advice and ideas that you might wish to share with us regarding AIEA, its future endeavors, and ways to meet AIEA member needs. Please do not hesitate to contact any one of us. Finally, many thanks to Gil Merckx, Darla Deardorff (and her staff), and the members of all the AIEA committees for the time and effort they have given to AIEA. AIEA is a membership organization and its work is made possible through the many dedicated members who give so much of their time and expertise to the organization.

Pia Wood
2009 President, AIEA
The University of Tennessee, Knoxville

LIST OF EXECUTIVE COMMITTEE MEMBERS

AIEA EXECUTIVE COMMITTEE

- Dennis Dutschke, Arcadia University
- Sabine Klahr, Boise State University
- Betsy Brown, North Carolina State University
- Mitch Leventhal, SUNY
- H. Stephen Straight, Binghamton University
- Larry Bell, University of Colorado-Boulder
- Kathy Bellows, Georgetown University
- Donna Scarboro, The George Washington University
- Norm Peterson, Chair, Public Policy Board
- Bill Davey, Chair, Professional Development AIEA Executive Committee - Officers
- Gil Merckx, AIEA Past-President and Treasurer
- Pia Wood, AIEA President & Chair, Editorial Board
- Bill Lacy, AIEA President-Elect
- Duleep Deosthale, Vice-President for External Relations
- April Burris, Secretary
- Darla Deardorff, Executive Director

2010 AIEA CONFERENCE: INTERNATIONALIZING HIGHER EDUCATION: ESSENTIAL TO OUR FUTURE

The 2010 AIEA Annual Conference will be held Feb 14-17 in Washington DC at the JW Marriott. Pre-conference workshops will be held February 14-15. The conference will begin in the afternoon of February 15 and end in the afternoon of February 17. Pre-conference workshops include the following: Career Management for International Education Leaders, Successful International Fund-raising Strategies, Internationalizing the Curriculum (a joint AAC&U/AIEA workshop), SIO 101 (for new senior international officers) and Internationalization of Higher Education in the Middle East (a joint IIE/AIEA workshop).

The conference will include sessions addressing the internationalization of undergraduate teaching and learning,

graduate education, research and discovery, campus leadership, and international alumni and development.

The 2010 Conference Chair is AIEA President-Elect Bill Lacy of UC-Davis. AIEA’s Conference Advisory Board consists of Content Subcommittee: Susan Sutton (IUPUI), Maria Crummett (USF), Jim Scott (University of Missouri-Columbia), H. Stephen Straight (SUNY-Binghamton), Everett Egginton (New Mexico State), Jim Cooney (Colorado State), Nick Entrikin (UCLA), Sonny Lim (Singapore); Promotions Subcommittee: Carl Holtmann (ELS), Bertrand Guillotin (Duke), Uma Gupta (USAsiaEdu), Rahul Choudaha (WES), John Deupree (Global Education Solutions), John

Hayton (AEI), Nicole Ranganath (UC-Davis), Margaret Heisel (NASULGC). Many thanks to all those who are helping to make this conference possible. The Conference is being managed by the AIEA Secretariat based at Duke University, under the leadership of AIEA Executive Director Darla K. Deardorff.

A special members-only registration was emailed in September to current AIEA members. Non-AIEA members can register for the conference through the AIEA website (www.aieaworld.org). Please note that the early bird registration deadline is December 15, 2009.

A special word of thanks to the 2010 AIEA Conference Platinum Sponsor: ELS American Education Centers.

ANNOUNCING AIEA PRESIDENTIAL FELLOWS FOR 2009-2010

In Spring 2009, AIEA announced a new program called the AIEA Presidential Fellows Program in which senior international officers (SIO) with 1-3 years of experience in the position could apply to be an AIEA Presidential Fellow who would be paired with an experienced SIO. Fellows have the opportunity to learn from their SIO Mentor throughout the year, including through a campus visit. AIEA provides a stipend of \$1500 to each Fellow to facilitate the interactions between the Fellow and Mentor. AIEA is pleased to announce the inaugural cohort of AIEA Presidential Fellows:

Jenifer Cushman, Dean of Center for International education at Juniata College, received her PhD in German Literature from the Ohio State University in 1996. After teaching English in Russia with the Peace Corps and then privately in Poland, she served as Assistant Professor of German and Russian at the University of Minnesota, Morris, where she received tenure and promotion to Associate Professor in 2005. She was Director of International and Off-Campus Study at the College of Wooster in Wooster, Ohio before coming to Juniata College in 2007.

Susan Carvalho serves as Associate Provost for International Programs at the University of Kentucky since July 2009. Her previous positions at Kentucky include Professor of Hispanic Studies, Associate Dean of Arts & Sciences, Interim Chair of the Department of Hispanic Studies and the Department of Political Science, and Convener of the General Education Reform Steering Committee. She also served as Director of the Spanish School at Middlebury College, 2003-2008. In 2005-2006 she held an American Council of Education Fellowship, carrying out an internship in the offices of the Provost and Chancellor at the University of North Carolina-Chapel Hill.

Kenneth R. Curtis is Assistant Vice President for International Education and Global Engagement at California State University Long Beach, the second largest university campus in California and one of the most diverse in the nation. He earned his doctorate in modern African history from the University of Wisconsin. He is the co-author of the recently published *Voyages in World History* (Wadsworth, 2009) part of his ongoing effort to promote a more interconnected and global view of the human past

Laurie Koloski has served as Director of the Wendy & Emery Reves Center for International Studies at the College of William & Mary since fall 2006. She is also an associate professor of history, with a specialization in post-1945 east central Europe. Her focus at the Reves Center has been on expanding internationally-focused and cross-disciplinary research and curricular initiatives for faculty and students, promoting comprehensive internationalization, and leading an effort to establish joint undergraduate degrees.

Kailash Khandke was appointed as Furman University's Assistant Academic Dean of Study Away and International Education in 2007. He brings to the position his own experiences as a faculty director of Furman's Fall in India study away program, and as a former graduate student from India at UC-Davis. Dr. Khandke is joint-appointed as a Professor in the Economics and Asian Studies Departments; sits on the Presidential Search Committee; and chaired the Implementation Task Force during the university's transition to a new curriculum and academic calendar.

NEW INTERNATIONALIZATION WEB PORTAL

AIEA is a charter member of the new Inter-associational Network on Campus Internationalization (INCI), a collaborative effort of 11 organizational members in the field of international education (see AIEA Winter 2009 Newsletter for an article and list of organizations - available on the AIEA website at <https://aieaworld.american-data.net/publications/newsletter.php>). This group has just launched a new

website, www.campusinternationalization.org, which is a powerful collection of resources for internationalization leaders in the United States. Featuring content from many of the most well-known US-based international education organizations, this 'portal to a world of information' allows U.S. administrators and faculty to quickly access helpful resources on a variety of topics in campus internationalization. Specifically, the

portal features web and print resources on institutional and cultural change, policies, and funding; strategic planning; faculty and staff development; curriculum; education abroad; hosting international students and scholars; international collaboration; community engagement, outreach, and advocacy; assessment and evaluation, and much more. For more information, visit www.campusinternationalization.org.

FIRST ANNUAL AIEA GLOBAL DIALOGUE: ACADEMIC COOPERATION ACROSS BORDERS AND CONTINENTS

AIEA and sponsor ELS are pleased to announce the first Global Dialogue on Saturday, February 13, 2010 in Washington, DC. Based on the highly successful Transatlantic Dialogue and Dialogue of the

Americas, this interactive and participant-centered seminar brings together senior international education leaders from around the world to discuss common issues and challenges. The Global Dialogue will focus

on East-West, North-South issues, research collaboration, student and faculty mobility, and joint programs. For more details, including how to apply to participate, go to AIEA's website, www.aieaworld.org.



BRING IN THE FACULTY

INTERNATIONALIZE YOUR INSTITUTION THROUGH FACULTY

By **WENDY WILLIAMSON**

In most college and university communities, Internationalization means increasing international involvement and cultivating a culture of global awareness and thinking. This is accomplished by the power of majority. If the majority of our faculty, staff, and students have international experiences, then we will have accomplished our goal. This process goes deeper than sending more students abroad or adding more international courses to the curriculum. In fact, before we can do either of these things, we must take a good hard look at our faculty, the educational fabric of the institution. Faculty are the reason why many students choose a particular college or university and they are the reason why many choose to study abroad. If we do not have an international-minded faculty, then we are simply chasing the wind, trying to send more students abroad and develop more international courses in a place that doesn't really value and cannot fully comprehend or disseminate global education.

If you find the minority of your faculty have international experiences, it will take a great deal of energy and commitment for them to shift the culture to a majority. More often than not, these professors simply get frustrated with the small minds and move to institutions with big ones. So how do we internationalize our faculty in order to internationalize our institutions? There are many ways to accomplish this...

- (1) Preference or require international experience of all new faculty hires.
- (2) Add international education to your promotion system for acquiring tenure.
- (3) Find ways to send and support your faculty abroad. Read "The Joys and Opportunities of Faculty Travel-Study Abroad" for some ideas. Require faculty

to have some kind of international experience or training if they have not already obtained one, and to integrate this into their teaching.

- (4) Reward faculty who rise up to be leaders of international education, through faculty-led study abroad programs or other means.

USE YOUR GLOBAL-MINDED FACULTY TO ATTRACT LIKE-MINDED STUDENTS

Faculty-led programs can be a powerful internationalization tool for your college or university, if they are well-supported and administered. Professors team up, develop, and lead study-travel courses that fill a void in international education by offering specialized global topics and studies unavailable at home. According to College-Bound Students' Interests in Study Abroad and Other International Learning Activities, a special edition of student poll™ (January, 2008, American Council on Education, Art & Science Group LLC, and the College Board), more than half of college-bound students plan to study abroad during college. Based on this data, as well as the Open Doors (IIE) data that suggest more than half of the students who study abroad choose short-term programs, it's probably safe to say that many college-bound students will be looking for universities that do study abroad well and offer feasible, short-term opportunities for them to go. That said, well-designed, supported faculty-led programs can be used to recruit high school students to your college and internationalize your institution at the same time.

By using your faculty-led programs to attract high school students to your institution and opening your faculty-led programs to college students across the US and beyond, you

have a unique opportunity to transform the culture at your institution faster than it would otherwise take to hire and internationalize your entire faculty. Moreover, it makes sense from a logistical point of view. You may have a professor with a specialized, focused study abroad course, such as Viking Studies in Scandinavia (Harvard University Summer School). There may not be 20 students from your institution who would find it interesting, but surely there are 20 students in the US! If your institution is willing and able to open this program to college students in the US, then your professor is supported, his name and academic department become known for the specialized study, your institution becomes better known and respected, you attract students to from far and wide, and you instantly diversity your study abroad group. Of course, the key is "well-supported and administered" to keep away from trouble.

The premier online resource for faculty-led programs is Facultyled.com. This website hosts a Faculty-led 101 guide for Professors, a plethora of good travel information and resources, as well as various tools and directories that help professors develop their programs and recruit students. It offers the only international recruitment tool designed for faculty-led programs. See <http://www.facultyled.com> for more information.

AIEA member Wendy Williamson is the Director of Study Abroad at Eastern Illinois University and author of Study Abroad 101 (Paperback Book). You can email Wendy at wswilliamson@eiu.edu.

UPDATE FROM THE AIEA SECRETARIAT, DUKE UNIVERSITY

There is a lot going on within AIEA thus far in 2009: AIEA's Professional Development Committee is sponsoring the first AIEA Webinar series this fall with 3 webinars on crisis management (August), strategic planning (September) and advocacy (November). New resources are becoming available for AIEA members including online white papers and summaries of key listserv discussions among members (see www.aieaworld.org for more information on these). The most session proposals ever have been received for the 2010 AIEA Conference (over 125 proposals received!). Work continues on publications including an update of *Bridges to the Future* (anticipated publication in 2011) and an update to the AIEA History publication. The AIEA website itself is undergoing a re-design, to be revealed in 2010. Within

the secretariat, staff assistant Suman Bhatia left her AIEA position in the summer to pursue other interests and AIEA is now in the process of hiring an assistant director. AIEA's executive director has been invited to speak at several venues in other countries, sharing information with others about the association. And despite the economic crisis, AIEA has seen its strongest numbers yet in membership and looks forward to welcoming more members in 2010. Deep appreciation is expressed to the volunteer leaders and committee members who are active within the association and to all the members for their continued support and involvement.

COMMITTEE CHALLENGE TO MEMBERS

AIEA's Membership Committee, chaired by Sabine Klahr, has issued a challenge to members: In the "Each One, Reach One" effort, each member is encouraged to share about AIEA with one other colleague – by inviting them to the upcoming 2010 AIEA conference in Washington DC and by inviting them to join AIEA. A printable brochure can be found on the AIEA's homepage at www.aieaworld.org or you can request hard copies of the brochure by emailing aiea@duke.edu. Please note that AIEA membership is on an annual basis, from Jan 1- Dec 31. (Watch for renewal notices to be sent electronically in early January 2010). Thanks in advance for contacting at least one colleague about AIEA! Personal invitations are by far the best means of reaching our colleagues who need to be part of the invaluable AIEA network.

AIEA AND NAFSA COLLABORATE ON WASHINGTON SYMPOSIUM

BY SANDY TENNIES, NAFSA

CUBA, TURKEY, AND THE MIDDLE EAST: NEW OPPORTUNITIES IN A NEW ERA

The Obama administration. Changing U.S. relations with Cuba, Turkey, and the Middle East. The global economic crisis. What's on the horizon for international education? Join your colleagues at the NAFSA 2009 Washington Symposium, a joint effort of NAFSA: Association of International Educators and the Association of International Education Administrators (AIEA), to hear from some of the nation's top thinkers about the impact that external forces and changing political and policy environments are having on higher education and international education.

Start a campus dialogue by bringing a team of campus leaders and international education faculty to the Washington Symposium

on October 22-23, 2009, co-sponsored by NAFSA and the Association of International Education Administrators. How is U.S. foreign and education policy affecting the relationships your institution is able to build with partner institutions abroad? How can you capitalize on the U.S. government's actions and interests to raise awareness of and gain support for internationalization? What coalitions can you build on campus to take advantage of new international relationships? You and your team can get a head start on connecting programming and curriculum to take advantage of these new opportunities.

Senior international officers are invited to participate with international education and higher education leaders to consider how these and other issues will inform your work and explore the trends, ideas, and policies that make up the broad context in which

you pursue international education at your institution.

Learn more and register at
www.nafsa.org/Symp15.

CALL FOR NEWSLETTER CONTRIBUTIONS

Do you have articles you'd like to contribute to the international education field? Information or resources that would be helpful to colleagues? AIEA members are invited to contribute articles, news, and announcements related to international education in this online newsletter. To submit items, email aiea@duke.edu.



2009 AIEA CONFERENCE SUMMARY

The annual AIEA conference held from Feb 22-25, 2009 in downtown Atlanta, Georgia, was the second largest gathering ever of the AIEA since its foundation in 1982 (topped only by the landmark 25th anniversary conference last year). With over 400 participants from 25 different countries, over 47% of the participants attended their first AIEA conference.

Deep appreciation is expressed to all those who made the conference possible including local universities of Georgia Tech, Emory University and University of Georgia, who provided wonderful volunteers at the conference, the conference sponsors and exhibitors, the AIEA Conference Advisory Board, all the session chairs and presenters, and especially to the Coordinating Team of Darla Deardorff, Duleep Deosthale, Rohini Thakkar and Suman Bhatia who worked closely with Pia Wood in organizing this year's conference. A special thank you goes to AIEA's All-Conference Sponsors whose generous support helped make this conference possible: ELS American Education Center at the Platinum Sponsor, INTO as the Gold Sponsor, SIT World Learning as the Silver Sponsor and Bethel University as the University Sponsor.

With nearly 200 presenters, 69 sessions and 5 well-received pre-conference workshops, the conference program provided participants with the opportunity to explore the themes of engaging key constituencies in internationalization efforts. Plenary addresses delivered by John Stremlau of the Carter Center, Colleen McEdwards of CNN International, and Naomi Tutu, human

rights activist were the highlight for some conference goers. There were many other highlights of the conference, according to the post-conference evaluations, including the Opening Reception at the Georgia Aquarium, the exhibitors, the pre-conference workshops and the high-quality sessions. Many participants also indicated that the chance to network with colleagues was a major reason they attended. As one participant said, "Networking is critical to my work, and this was an ideal opportunity to meet with others."

Another highlight of the conference was the awarding of the Klasek Award to JoAnn McCarthy for outstanding service to the field of international education and the awarding of the Rutenber Award to Joe Tullbane for outstanding service to AIEA. Elizabeth Stallman of the University of Minnesota was the recipient of the Josephson Award for a promising doctoral candidate in the field.

Of the nearly 200 participants who submitted online evaluations, nearly 80% rated the conference as "outstanding" or "very good" (with "outstanding" being the highest possible rating). Comments from participants described the conference as a "Fabulous opportunity to learn, network, recharge intellectually (re: international education), and connect with people who can help with specific issues, and challenges" and another noted that the AIEA conference was a "Great experience! Definitely worth the time" and one enthusiastic respondent said "Well planned and executed! Great organization. Very professional!" One first time participant observed, "This was my first AIEA conference. I had been to (other conferences), but I

found a "home" in AIEA." Other comments: "The best AIEA conference I have attended. Extremely well thought out panels and topics. Very good speakers. Good networking and knowledge-sharing opportunities. Thanks to all for all the hard work involved. It is truly appreciated." Another longtime participant noted, "The quality of the sessions was extremely high. I think the conversation is deepening on a good number of topics." As to its value, one participant commented, "The sessions were terrific--informative, stimulating and relevant. I enjoyed many helpful conversations and made lasting connections that will benefit my organization's programs" and another said, "It's an absolute must-do on my annual timetable, regardless of how many other things are going on. Kudos!"

Excellent suggestions were made as to session topics and plenary speakers for next year's conference, as well as suggestions for more networking opportunities, substantive discussions, and logistical input. The feedback from the post-conference evaluations is greatly appreciated and the 2010 Conference Chair, Bill Lacy, and the Conference Advisory Board will work to incorporate as many of the suggestions as possible into the 2010 conference.

For those of you who may want to access some of the presentations made in Atlanta, you can now find those online on the AIEA website under 2009 Conference. Appreciation is expressed to those presenters who shared their presentations with AIEA.

TOP TEN QUESTIONS TO ASK ABOUT EDUCATIONAL FAIRS

By **UMA GUPTA**

Educational fairs to exotic countries were once the rage and now falls, unfortunately, in the "blah, blah" category. The gamut of "Fair" stories range from "Fabulous" to "Where is my Maalox?" In spite of this big variance in participants' opinions and the quality of

their experiences, educational fairs are an invaluable tool to brand your institution and build a steady pipeline of international students to your door. But in order to achieve success, institutions must think strategically about how education fairs relate to their enrollment goals and aspirations. Here are

ten questions for senior international officers to explore when considering institutional participation in education fairs:

1. Why are we participating in this fair?

While the answer may be obvious - to recruit students - it may not be reasonable if this is your institution's first trip to the host

country. If you are in the same group with institutions that have been attending the fair for many years and these institutions are well-known in the host country with a strong brand image and a cohesive network of students and consultants, it is unrealistic to expect students to come gushing to your booth. So if you are a first-timer to fairs in a certain country, your goal should be to create a brand presence, make contacts, network, and understand the nuances of how students and families make critical educational choices in the host country, rather than measure success based primarily on recruiting students.

2. Is this a one-semester strategy or are you in this for the long-term? It is unrealistic to think that because you attended one or two fairs students from that country will remember you and come flocking to your institution. They are likely to remember you if you were their primary choice to begin with; otherwise the rate of recollection may be a few days to a few weeks, at best. Fairs are worth investing in only if the host country is on your top three list and you are committed to investing resources in that country for at least three to five years.

3. Do you have a three to five year plan? In three to five years, you are likely to see the benefits of your investment in an educational fair and other international recruitment strategies. You are likely to see greater returns if you attend the fairs every year and continue to engage with the host country in a multitude of ways. What is unrealistic is if you plan to invest in a single fair and hope to reap the benefits for the next five years. In such a case, you are likely to be setting yourself up for disappointment.

4. Do you have an ROI (return on investment)? It is important to have a realistic ROI for each country you are targeting. A fair to one country may not produce the same results and in the same timeline as another. Include the tangible and intangible costs associated with attending each fair and this will vary from country to country. Establish an ROI that makes sense for your institution

in each country. Next, focus on how to systematically increase that ROI through strategic engagement with the stakeholders in the host country. A clear and well-communicated ROI will also align all the players in your institution.

5. What do the fair organizers know about your institution? Are the fair organizers experts in organizing tours or are they educational experts who also organize fairs? This is an important distinction. There are many tour operators that organize educational fairs. In such cases, you will get what you pay for. Make sure that fair organizers understand the needs of your institution and the higher education market, in general. Ask them probing questions about what they will do for your institution. If they blink, you have your answer.

6. Who else is in the party? If many of your competitors are also participating in the same fair that you are, it makes it difficult to recruit students for your program or institution. In such a case, salesmanship of the Admissions Officer wins at the end of the day. So look closely at who else is participating in the fair. Some fairs will recruit non-competing institutions to give fair participants an advantage.

7. Do I want crowds or do I want takers? Do not measure the success of the fair by "large" crowds that attend the fair. As too many institutions will share with you, large crowds do not always translate into a meaningful yield. Instead focus on the number of qualified and legible students - students with a high potential of becoming your future student - that stopped by your booth. It is easy to attract large crowds - but it is only credible if these are qualified students that match your desired student profile.

8. How will your institution be marketed in the host country? A few generic local ads about an educational fair may be exciting to some, but it won't do much for your institution. Instead, ask for targeted marketing for your institution both before and after the fair. Remember, students will remember you for a few days after the fair

or until the free memorabilia that you gave them breaks or disappears. It is important to engage with potential students in a way that keeps them coming back for more information about your institution.

9. Are you expecting a miracle? A fair may or may not be the right strategy for your institution and its enrollment goals. If your international student numbers are low, participation in one fair may not produce the miraculous results that you are hoping for. A fair operator cannot guarantee a high yield and if they do, run as fast as you can. Global economic downturn affects students in other countries as well and hence what may have been a successful tour in one year may or may not be in another. In the end, your institution, its programs, its reputation, and its ability to take care of the unique needs of international students is the best path to success.

10. Will you take care of me? Educational fairs are expensive and exhausting, but rarely exotic. While institutional representatives at fairs suffer under a grueling travel schedule, stomach upsets, bad beds, mosquito bites, and sore feet, colleagues back home envy their colleague who is touring exotic destinations! If the fair operators make a few extra bucks by skimping on your accommodations, food, and quality of domestic travel, you will be hard pressed to represent your institution with enthusiasm to swarming students. Ask probing questions about your accommodations and travel.

In the end, it is true that we sow what we reap. Invest for the long-term. Be genuinely interested in the growth and welfare of international students. Be curious and learn about the host country and its cultural and social norms. Create a campus environment that is welcoming to international students. This is the only guaranteed road to recruitment success.

AIEA member Uma G. Gupta is the President of USAsiaEdu, a higher education consulting firm that specializes in Asian student recruitment, retention, and transition. She can be reached at exec@USAsiaEdu.com



AIEA MEMBERS IN THE NEWS

Members in the News is a feature on the AIEA website (www.aieaworld.org) and highlights AIEA members contributions in the larger field of international education. Email aiea@duke.edu regularly with information regarding AIEA members in the news (in the media, accomplishments, authored books, etc.). Below is an excerpt from the website.

November, 2009: AIEA member **Josef Mestenhauer** has been invited to give the keynote address at a forthcoming conference on internationalization of research universities, to be held under the sponsorship of Sun Yat-Sen University, University of Peking, and Columbia University in November.

October, 2009: On 28th October, AIEA member **Josef Mestenhauer** will be the featured speaker at the inaugural Josef A. Mestenhauer Lecture Series on Internationalizing Higher Education, in Minneapolis. This lecture is organized by The Office of International Programs, University of Minnesota and is co-sponsored by the Organizational Leadership, Policy & Development in the College of Education and Human Development, University of Minnesota.

September, 2009: *The SAGE Handbook of Intercultural Competence*, edited by AIEA Executive Director **Darla Deardorff**, is published by Sage and features leading intercultural experts from around the world. AIEA member **Mick Vande Berg** and former AIEA member **Ken Cushner** are contributors to the handbook.

September, 2009: Several AIEA members were speakers at the EAIE Conference in Madrid, Spain including AIEA President **Pia Wood**, AIEA Vice President for External Affairs **Duleep Deosthale**, AIEA Executive Director **Darla Deardorff**, and AIEA members **Lee Sternberger**, **Dawn Pysarchik**, **Steve Straight**, **Dennis Dutschke**, and **John Wood**.

August, 2009: Past AIEA Executive Committee member **Everett Egginton** and AIEA Executive Director **Darla K. Deardorff** are keynote speakers at a Fulbright seminar at the Universidad del Norte in Barranquilla, Colombia.

July, 2009: A delegation of leaders from U.S. colleges and universities will travel to Indonesia from July 26-31, 2009 to explore opportunities for expanding education programs under the planned U.S.-Indonesia Bilateral Partnership. The official host of the delegation is the Ministry of National Education of the Republic of Indonesia. The delegation will meet with senior officials at the Ministry of Education, local universities, the U.S. Embassy, American Indonesian Exchange Foundation (Fulbright Commission), and the EducationUSA Center. Participating AIEA members include **Peter Briggs** and AIEA past presidents **Stephen Dunnett** and **William Brustein**.

July, 2009: Several AIEA members presented at the Association of Public and Land-Grant Universities Summer Meeting of the Commission on International Programs in Colorado Springs, CO including: **Howard Rollins**, **Margaret Heisel**, **Downing Thomas**, **Meredith McQuaid**, **Dieter Wanner**, **Jeffrey Riedinger**, **James Scott**, **James Cooney**, **Barbara Hill**, **Susan Buck Sutton**, **Everett Egginton** and AIEA past president **William Brustein**.

MARK YOUR CALENDARS!

2010 AIEA CONFERENCE

FEBRUARY 14-17, 2010

WASHINGTON, DC

**AIEA WANTS
TO HEAR FROM YOU!**

Do you have ideas and suggestions as to how AIEA can meet your needs in the field? Help you develop professionally? Provide the resources you need? Want to get more actively involved in the work of AIEA? Then we want to hear from you! Email aiea@duke.edu today!

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