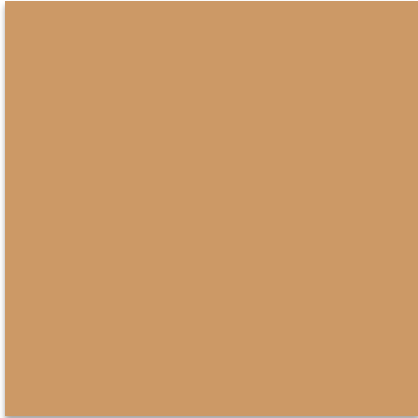


Quality of Internationalization: Recent Developments

CENTER *for*
INTERNATIONAL
HIGHER EDUCATION

BOSTON COLLEGE



Laura E. Rumbley, PhD
Associate Director

Boston College Center for International Higher Education (CIHE)
15 December 2016

Agenda

- A word about CIHE
- Some considerations about quality and internationalization
- Food for thought: quality and “intelligent internationalization”





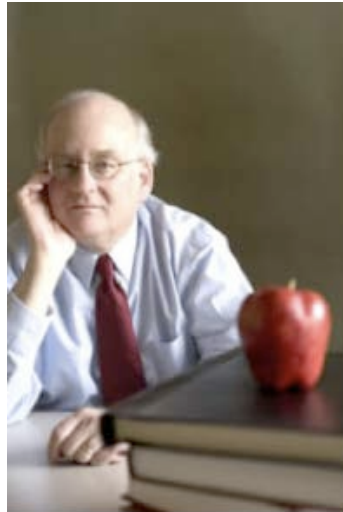
Boston College

Center for International Higher Education (CIHE)

- Founded in 1995
- Dedicated to advancing knowledge about the complex realities of higher education in the contemporary world
- Promotes the belief that an international perspective is needed to foster enlightened policies and practices in higher education



Center for International Higher Education (CIHE)



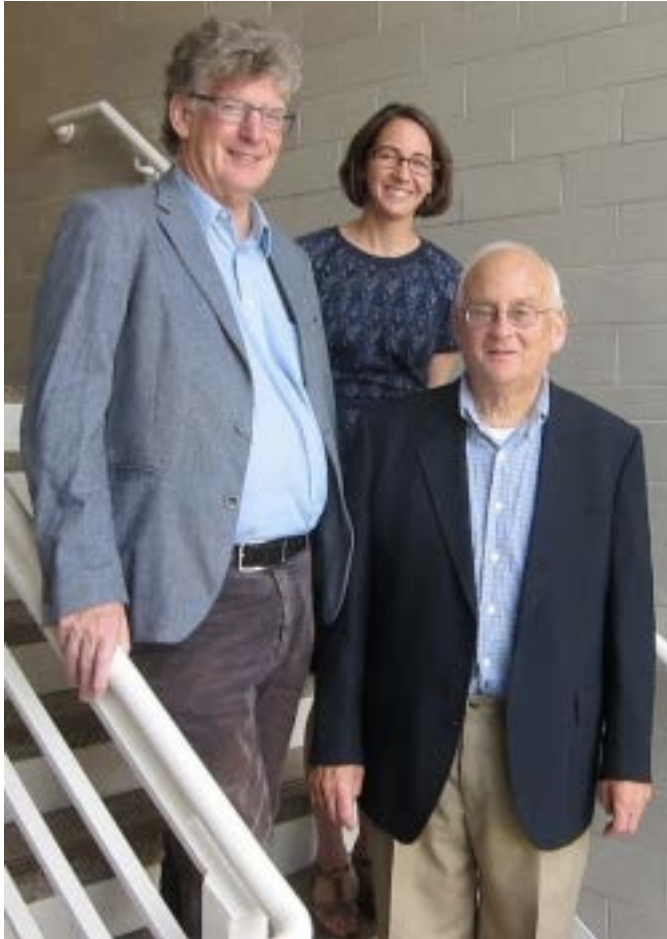
Philip G. Altbach
Founding Director
(CIHE)



Hans de Wit
Director
(CIHE)



Boston College Center for International Higher Education (CIHE)



- Comparative perspectives
- Critical perspectives
- Scholarly perspectives
- Practical perspectives



Boston College

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- Publications and projects
- Networking and collaboration
- Education and training



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International Higher Education is the quarterly publication of the Center for International Higher Education.

The journal is a reflection of the Center's mission to encourage an international perspective that will contribute to enlightened policy and practice. Through *International Higher Education*, a network of distinguished international scholars offers commentary and current information on key issues that shape higher education worldwide. IHE is published in English, Chinese, Russian, Portuguese, Vietnamese and Spanish. Links to all editions can be found at www.bc.edu/cihe. The section on internationalization is made possible through a cooperative arrangement between CIHE and the Centre for Higher Education Internationalization (CHEI) of the Università Cattolica del Sacro Cuore in Milan. Fiona Hunter, Associate Director of CHEI, is editorial advisor for this section.

International Issue

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Philip G. Altbach and Janell Salimi
- 2 International Branch Campuses: Evolution of a Phenomenon
Kevin Krause and Jason E. Lane
- 3 The End of the Printed Scholarly Monograph
Donald A. Ranney
- 4 Giving Credit Where Credit Is Due
Philip G. Altbach

Internationalization

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Hans de Wit
- 6 National Policies for Internationalization: Do They Work?
Robin Matross Holmes and Laura E. Rumbley
- 7 Employment Opportunity as a Driver of Student Mobility
Christina Ferragó
- 8 The International Education Market: Emerging Trends
Neil Kemp
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- Publications and projects
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INTERNATIONAL FACULTY IN HIGHER EDUCATION
Comparative Perspectives on Recruitment, Integration, and Impact

Edited by Maria Yudkevich, Philip G. Altbach, and Laura E. Rumbley

International Briefs for Higher Education Leaders

Higher education leaders today recognize the urgency of developing an international strategy for their institutions but often lack the knowledge and perspective needed to anticipate integrated international environments that, while offering exciting opportunities, also presents more strategic challenges. Institutions must create educational environments where students will begin to appreciate the complexity of global integration but also develop skills to navigate it successfully. Faculty are seeking opportunities to collaborate with colleagues in other countries to develop global cultural systems programs and to expand research networks and collaborative projects. International academic and institutional environments today are more complex and interconnected than ever before. This series of briefs is designed to help senior leaders develop cumulative knowledge to inform institutional strategy.

INTERNATIONAL JOINT AND DUAL DEGREES: Designing and Implementation

Introduction

- 1 Introduction
Paul McGill Peterson
- 2 Setting the Stage: Results of an ACEI Study
Robin Matross Holmes

Strategic Concerns

- 3 Learning System Assets to Strengthen Central Internationalization Strategy Planning and the Role of Leadership
Joseph E. Lane, Katherine C. Knob, and/or Thompson James Post Reference
- 4 The Road Not Taken
James Post Reference

Academic and Administrative Matters

- 5 Academic, Part 1: Structures and Policies
Joseph E. Lane
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Armin von Gadow, David Stevens, and David C. Long
- 7 Administration and Management of International Joint and Dual Degrees
David Collier

Global Perspectives

- 8 International Trends, Innovations, and Issues with Joint/Dual/Multiple Degree Programs
Jane Knight
- 9 Successful International Dual and Joint Degree Programming in Europe and Australia
Georgina Burt and Christopher Gymer

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- Publications and projects
- **Networking and collaboration**
- Education and training



Global Centers for International
Higher Education Studies



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BOSTON COLLEGE
LYNCH SCHOOL OF EDUCATION

Master of Arts in International Higher Education

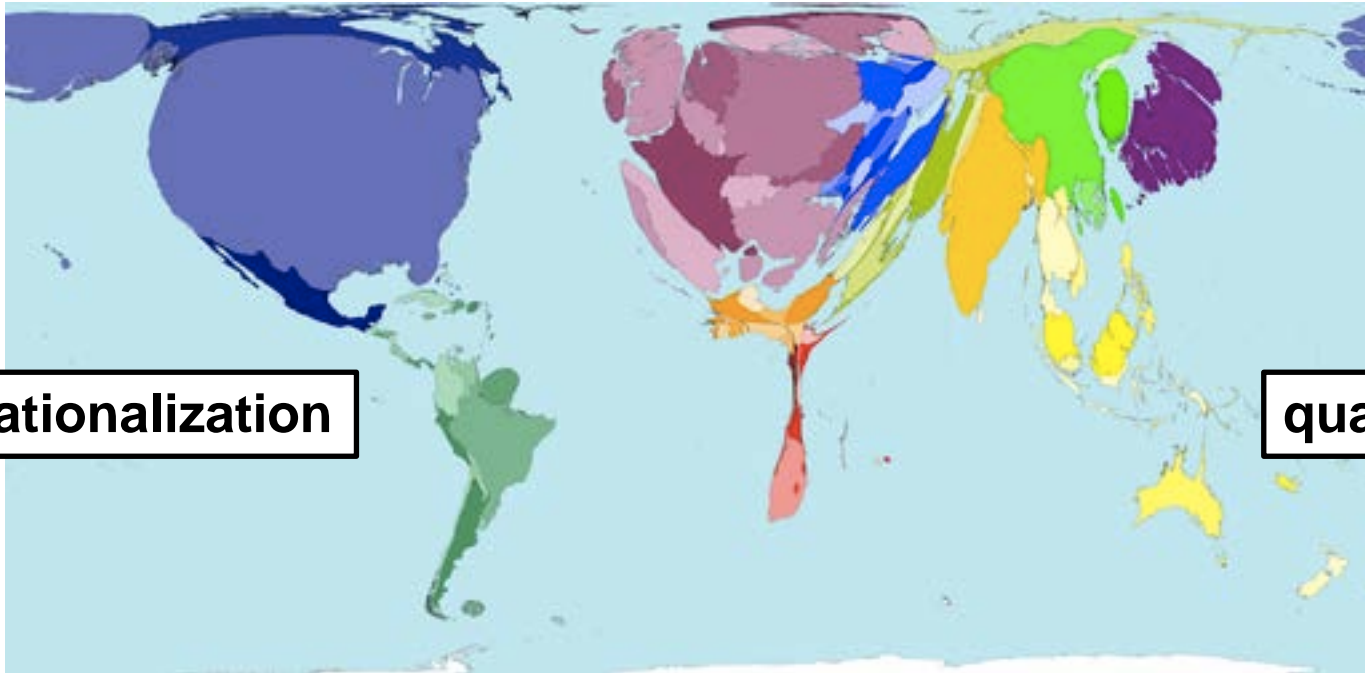
The Master of Arts in International Higher Education program at this first-tier research university outlines the major trends and issues affecting this fast-growing field and provides the skills to understand and analyze policy, practice, and theory.

- Publications and projects
- Networking and collaboration
- **Education and training**





Highly differentiated (unequal!) global landscape



internationalization

quality

Source: <http://www.worldmapper.org/display.php?selected=211>



What is internationalization?

“...the process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education.”

(Knight, 2003)

“...the **intentional** process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, **in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society.**”

(de Wit, Hunter, Howard, Howard,
& Egron-Polak, 2015)



What defines quality in internationalization?



Source: <https://www.youtube.com/watch?v=ZpFqnefTGA8>



Quality as a matter of perspective

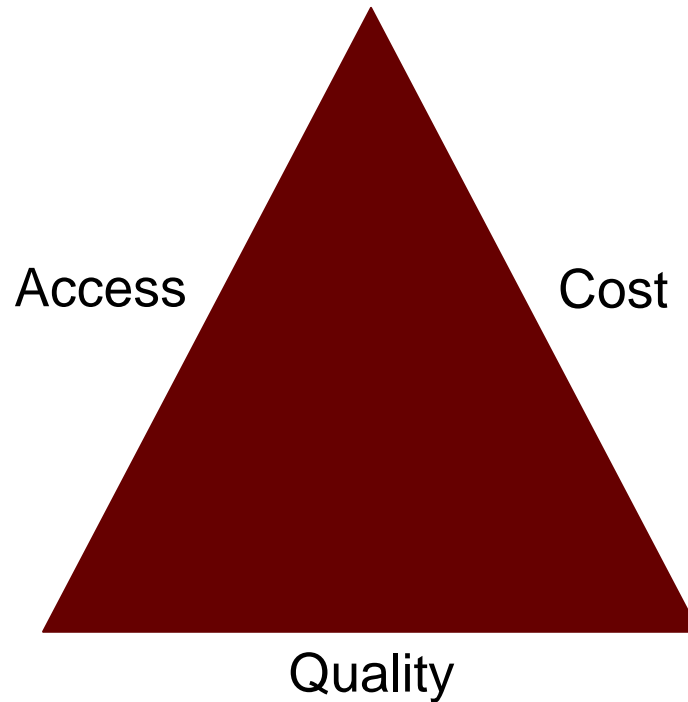


Source: <https://esgexperience.com/2014/06/future-of-wi-fi-predicting-without-a-crystal-ball/>



Quality as a matter of perspective

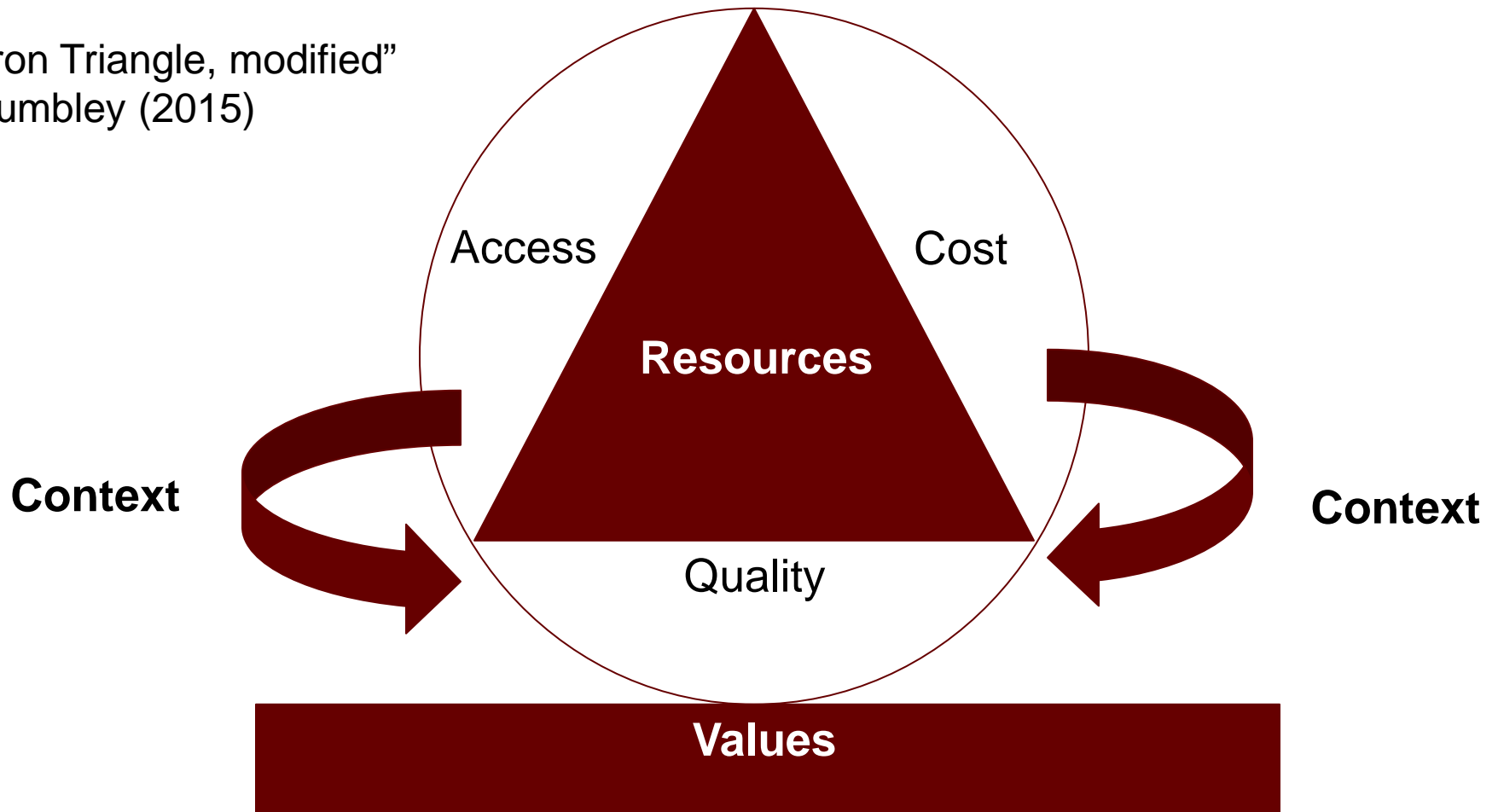
“Iron Triangle”
Daniel (2009)





Quality as a matter of perspective

“Iron Triangle, modified”
Rumbley (2015)





A quality (assurance) continuum?

Need for standards

Definition of standards

Achievement of standards

Making sense of the value of (achieved) standards



A landscape of quality (assurance) “tools”

(National) policies and related mechanisms

Specialized guidance and frameworks: discipline-specific
or professionally relevant

“Self-service” instruments and toolkits

Rankings and league tables



Some non-European examples



A focused, high-stakes, national initiative



A multi-pronged, single institution/multiple campus case



PONTIFICIA
UNIVERSIDAD
CATÓLICA
DE CHILE

A strategic bid to self-assess, preserve competitive edge, and strengthen for the future



Some non-European examples



Urgency to improve



Deepening appreciation for complexity, but
reliance (often) on superficial measures in practice
(read: rankings!)



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DE CHILE

Interest in experiences, perspectives, “best
practices” from “industry leaders”



Some non-European examples



PONTIFICIA
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Need for:

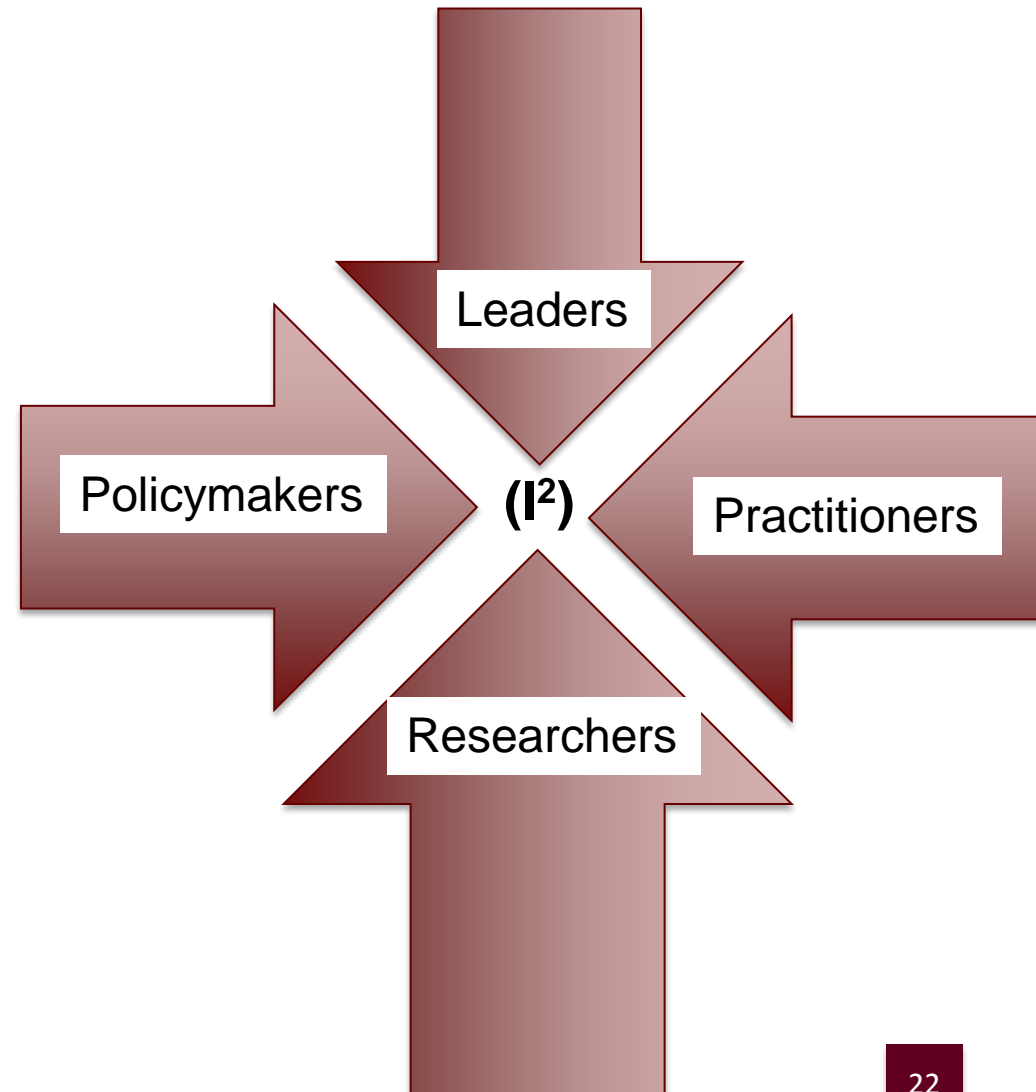
- Human resource capacity building
- Data collection strategies and systems
- “Ownership” of (buy-in to) the quality imperative on multiple levels
- **More relevant examples and information sharing among true peers**
- **Expert facilitation and guidance**



Intelligent internationalization

Grounded in a **body of knowledge** that **coherently encompasses both theory and practice** aimed at **improving our understanding of the complex realities of internationalization locally and globally**

(Rumbley, 2015)

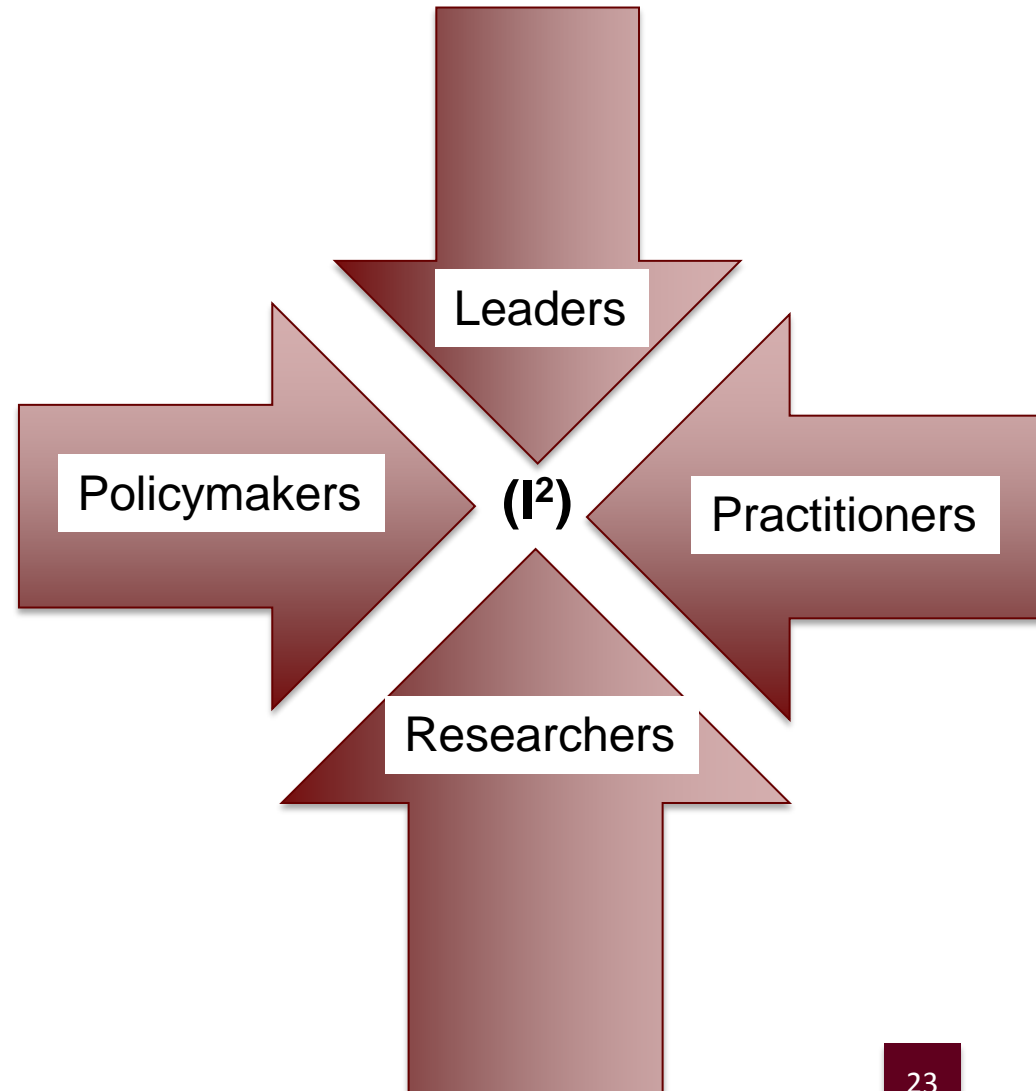




Intelligent internationalization

Demands a commitment to the training of thoughtful practitioners in the field, working in tandem with researchers, policymakers, and institutional leaders

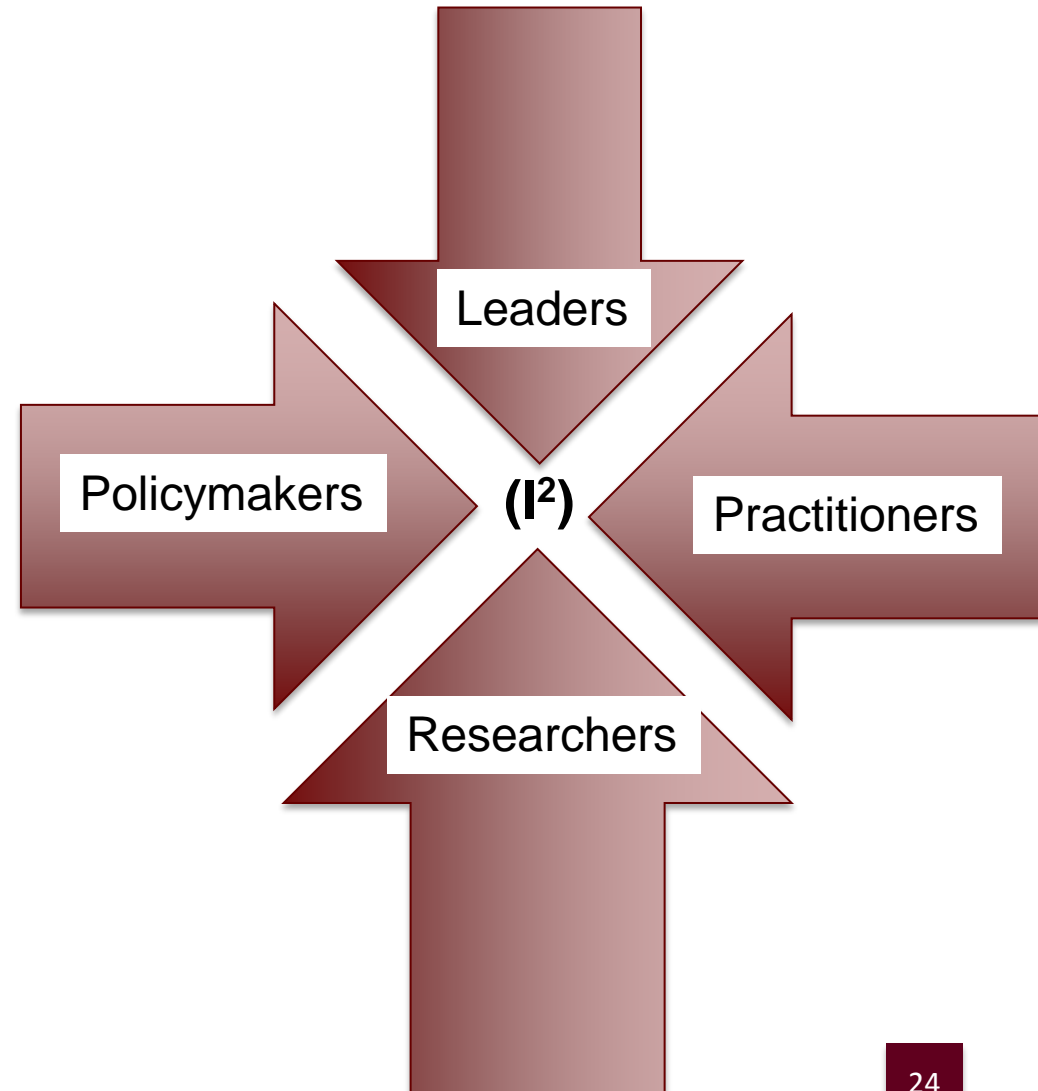
(Rumbley, 2015)



Intelligent internationalization

Calls for the development of a **thoughtful [future-oriented] alliance between leadership and the research, practitioner, and policy communities**

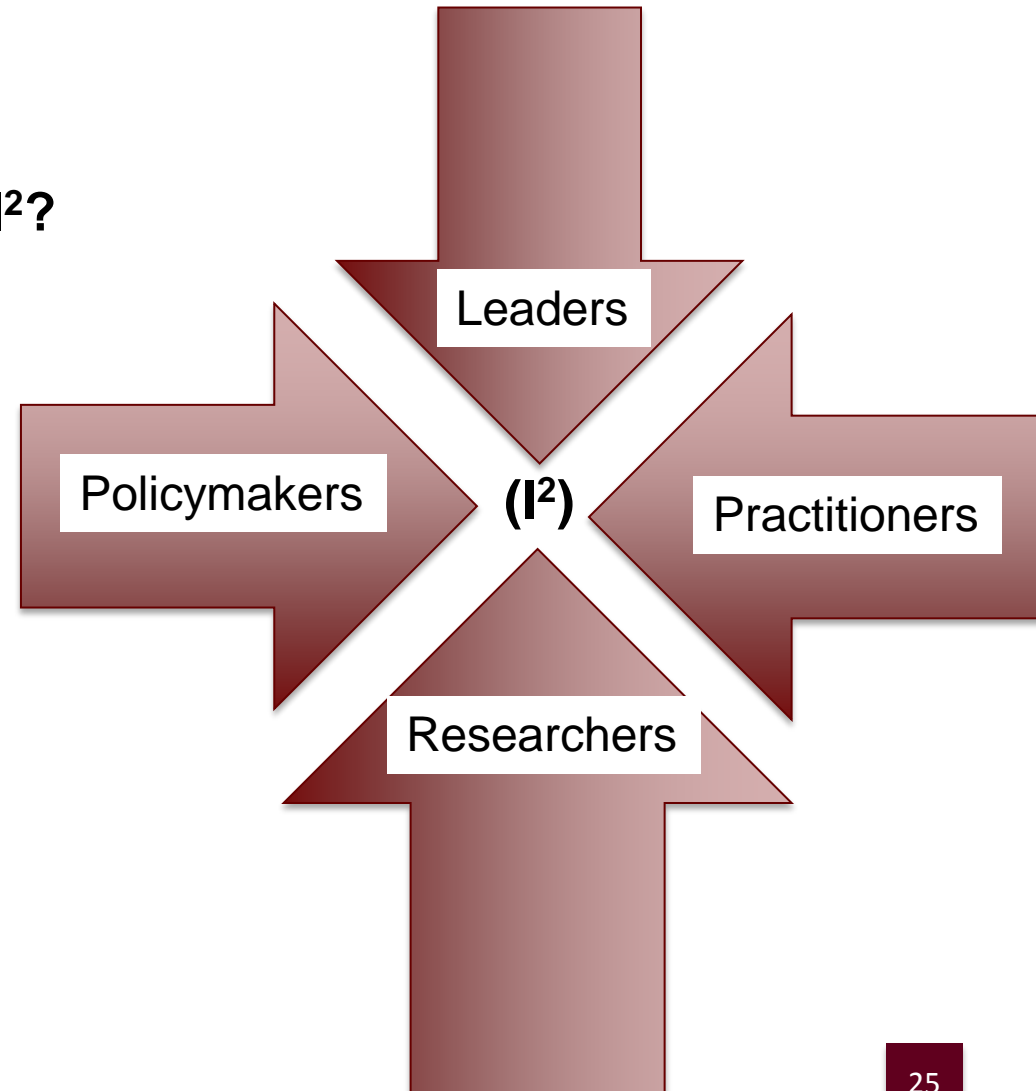
(Rumbley, 2015)



Intelligent internationalization

How to make progress toward I²?

- Information
- Communication
- Facilitation
- Incentives
- Results
- Time





Quality as a matter of clarity



Source: <http://www.kalatuonline.com/5-hacks-that-can-help-find-clarity-in-life-and-business/>



**Many thanks for
your kind attention!**

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