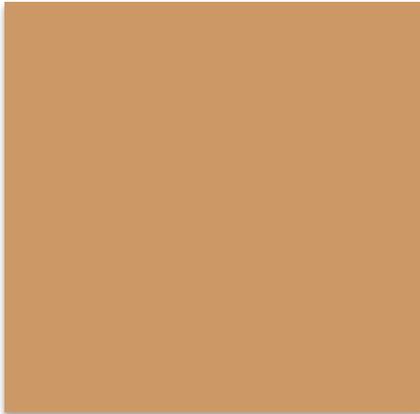




# **“Intelligent Internationalization” A 21<sup>st</sup> Century Imperative**



Laura E. Rumbley, PhD

Associate Director

Boston College Center for International Higher Education (CIHE)

“Comprehensive Approach to Internationalisation” Workshop

Praha ~ 20 October 2016



## Agenda

- A word about CIHE
- Key trends and issues
- Food for thought: “intelligent internationalization”
- What does this mean to you?





# Boston College

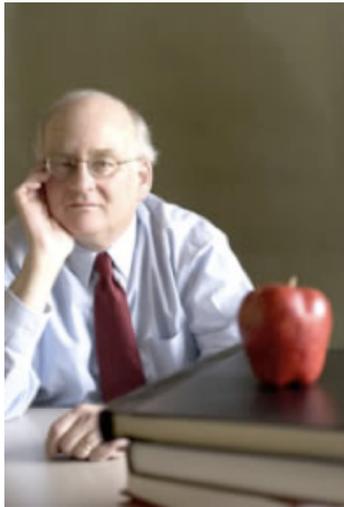
## Center for International Higher Education (CIHE)

- 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



# Boston College

## Center for International Higher Education (CIHE)



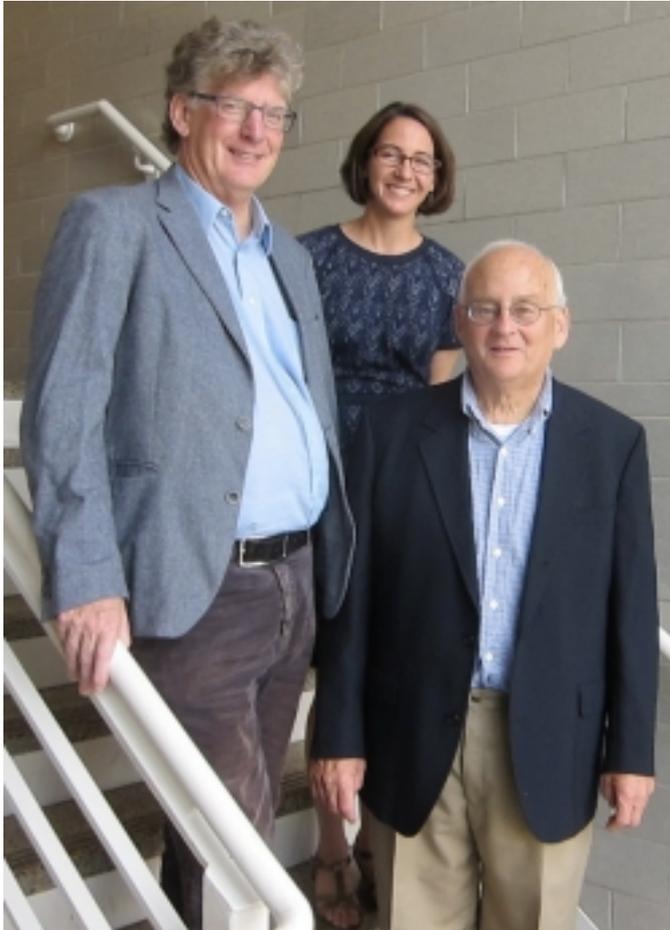
Philip G. Altbach  
Founding Director  
(1995-2015)



Hans de Wit  
Director  
(2015-present)



# Boston College Center for International Higher Education (CIHE)



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



# Boston College Center for International Higher Education (CIHE)



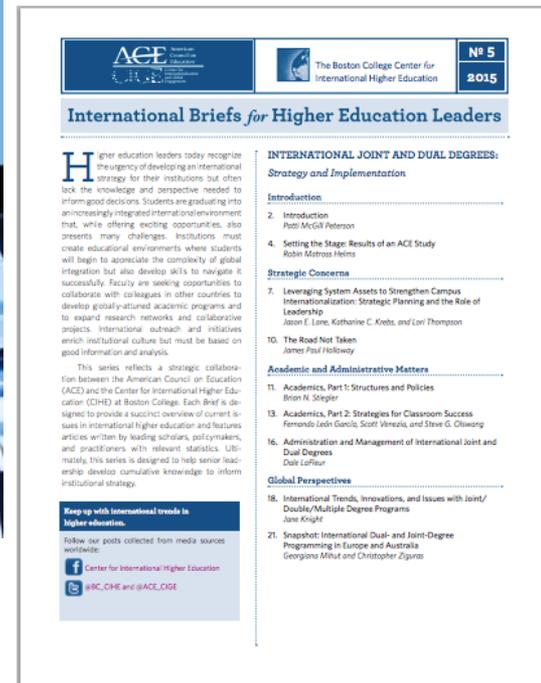
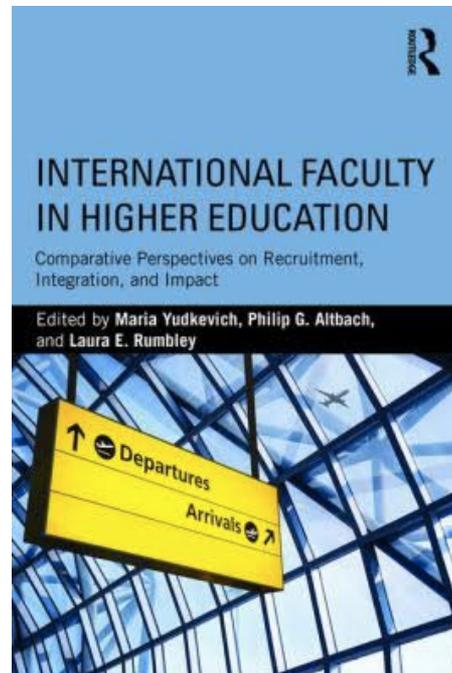
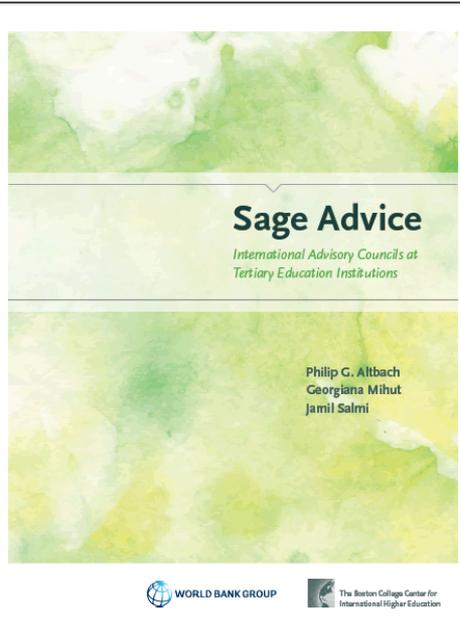
[www.bc.edu/cihe](http://www.bc.edu/cihe)





# Boston College Center for International Higher Education (CIHE)

## Publications





# Boston College Center for International Higher Education (CIHE)

## Informed analysis

### *International Higher Education*

- Flagship publication
- 4 times/year
- FREE online
- 7 languages
  - English
  - Chinese
  - Portuguese
  - Russian
  - Spanish
  - Vietnamese
  - French (pending)

INTERNATIONAL HIGHER EDUCATION		NUMBER 81: SUMMER 2015
THE BOSTON COLLEGE CENTER FOR INTERNATIONAL HIGHER EDUCATION		
<p><i>International Higher Education</i> is the quarterly publication of the Center for International Higher Education.</p> <p>The journal is a reflection of the Center's mission to encourage an international perspective that will contribute to enlightened policy and practice. Through <i>International Higher Education</i>, a network of distinguished international scholars offers commentary and current information on key issues that shape higher education worldwide. <i>IHE</i> is published in English, Chinese, Russian, Portuguese, and Spanish. Links to all editions can be found at <a href="http://www.bc.edu/cihe">www.bc.edu/cihe</a>.</p>		
<b>International Themes</b>		
2	Internationalization and Global Tension: Lessons from History	Philip C. Altbach and Hans de Wit
4	Perspectives on Global University Networks	Robin Middlehurst
5	Are Double/Multiple Degrees Leading to "Discount Degrees"?	Jane Knight
7	Is the United States the Best in the World? Not in Internationalization	Madeline F. Green
<b>Private Higher Education</b>		
9	Private Higher Education in New Zealand	Malcolm Abbott
10	India's Private Universities: Solutions or Problems?	Krishnagratap B. Pawar
<b>United Kingdom: Problems and Challenges</b>		
12	UK Research Excellence: Is It Getting Better?	Simon Marginson
14	Transnational Pathways to English Higher Education	Janet Ileva
<b>Latin American Issues</b>		
15	How Much is a Full Professor Worth?	Marcelo Knobel
17	Crisis and Homesickness: Brain Gain in Latin America?	Iván F. Pacheco
<b>Changes in Afghanistan</b>		
18	Rebuilding Higher Education in Afghanistan	Fred M. Hayward and Mohammad O. Babury
20	Challenges of Autonomous Higher Education in Afghanistan	Joseph B. Berger and Hansel S. Thoma
<b>Countries and Regions</b>		
21	Community Engagement in African Universities	Henry Mugabi
23	Australian Universities Under Neoliberal Management	Raeewn Connell
25	Joint-Venture Universities in China: Shanghai and Shenzhen	Ruth Hayhoe and Julia Pan
27	Japan's "Top Global University" Project	Yukiko Shimizu and Akijoshi Yonezawa
<b>Departments</b>		
28	New Publications	
30	CIHE Welcomes Hans de Wit: New Director	
30	New CIHE-Related Books	
31	News of the Center	



# **Boston College Center for International Higher Education (CIHE)**

**Doctoral students and visiting scholars**



# Boston College

## Center for International Higher Education (CIHE)

### Doctoral students and visiting scholars

Edward Choi  
Korean/American

Ayenachew Woldegiyorgis  
Ethiopian

Patrick McGreevy  
American (Lebanon)

Georgiana Mihut  
Romanian

Daniela Craciun  
Romanian (Hungary)

Adriana Perez Encinas  
Spanish

Lisa Unangst  
American

Gao Hang  
Chinese

Michelle Vital  
Haitian/American



# 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.





# Boston College Center for International Higher Education (CIHE)

**Networking and collaboration**



**Global Centers for International  
Higher Education Studies**

<http://gc-ihes.equipoweb.cl/>



## Defining 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)



# Why does internationalization matter?

We (ALL of us) live and work in an increasingly interconnected globalized world

- as professionals—economic beings
- as citizens—social and human beings
- as links in the natural ecosystem—biological beings

We are faced with a range of situations—challenges and opportunities—that require our higher education systems and institutions to deliver something MORE (to all stakeholders)...

The ability to:

- **Appreciate and leverage a multitude of perspectives**
- **Operate appropriately and effectively in an array of contexts**
- **Make sense of complexity and change in ways that are constructive and empowering**



# Why does internationalization matter?



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



# Why does internationalization matter?





# Key trends and issues

Growth and  
contraction



Diversity and  
isomorphism

Quality and  
accountability

Depth and  
breadth



# Key trends and issues

Growth and  
contraction





# Key trends and issues



Quality and  
accountability



# Key trends and issues



Diversity and  
isomorphism



# Key trends and issues



Depth and  
breadth

## Key trends and issues

How to make  
sense of,  
and find  
our place in,  
a world of...



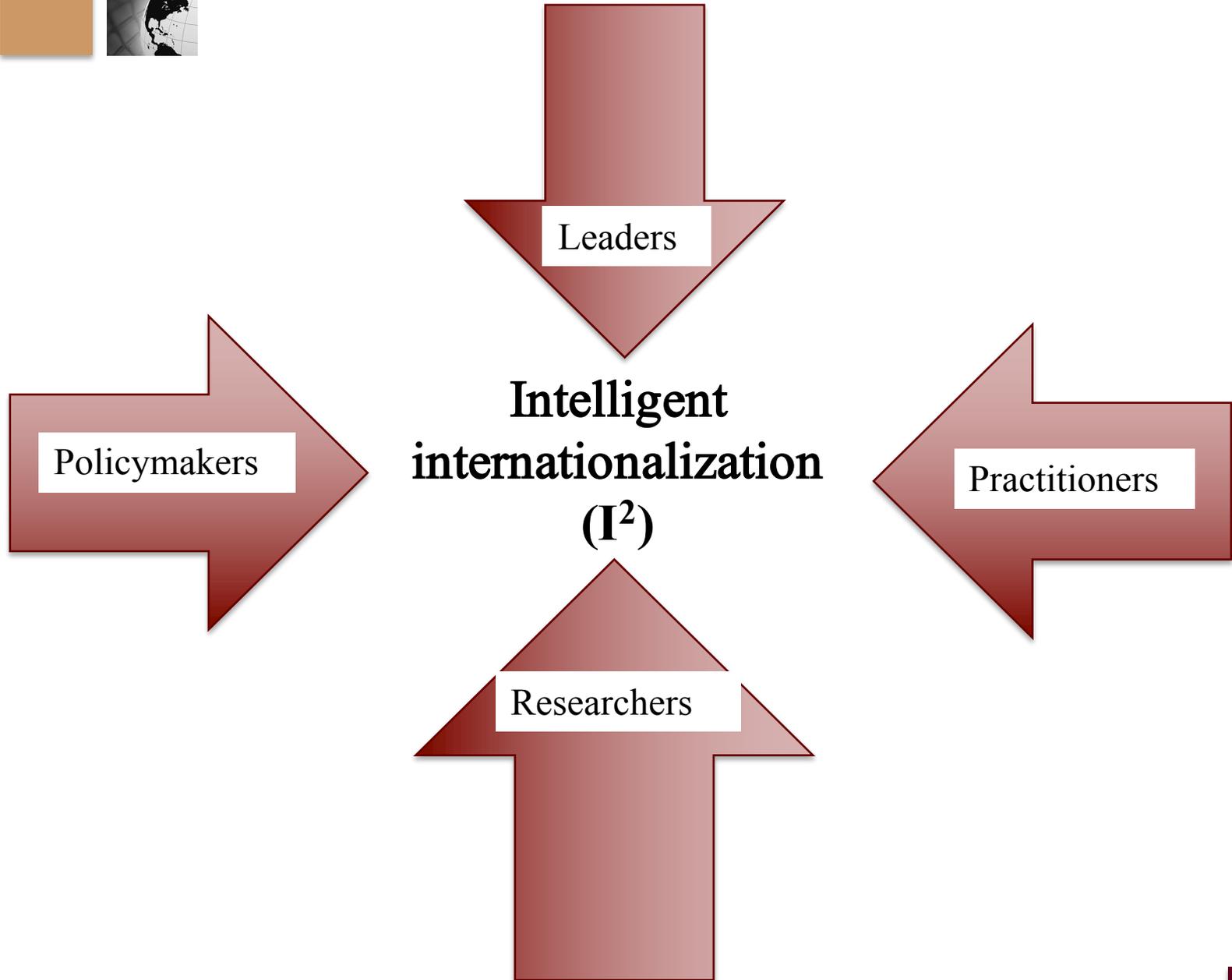
- **complexity**
- **disruption**
- **danger**



# Comprehensive internationalization



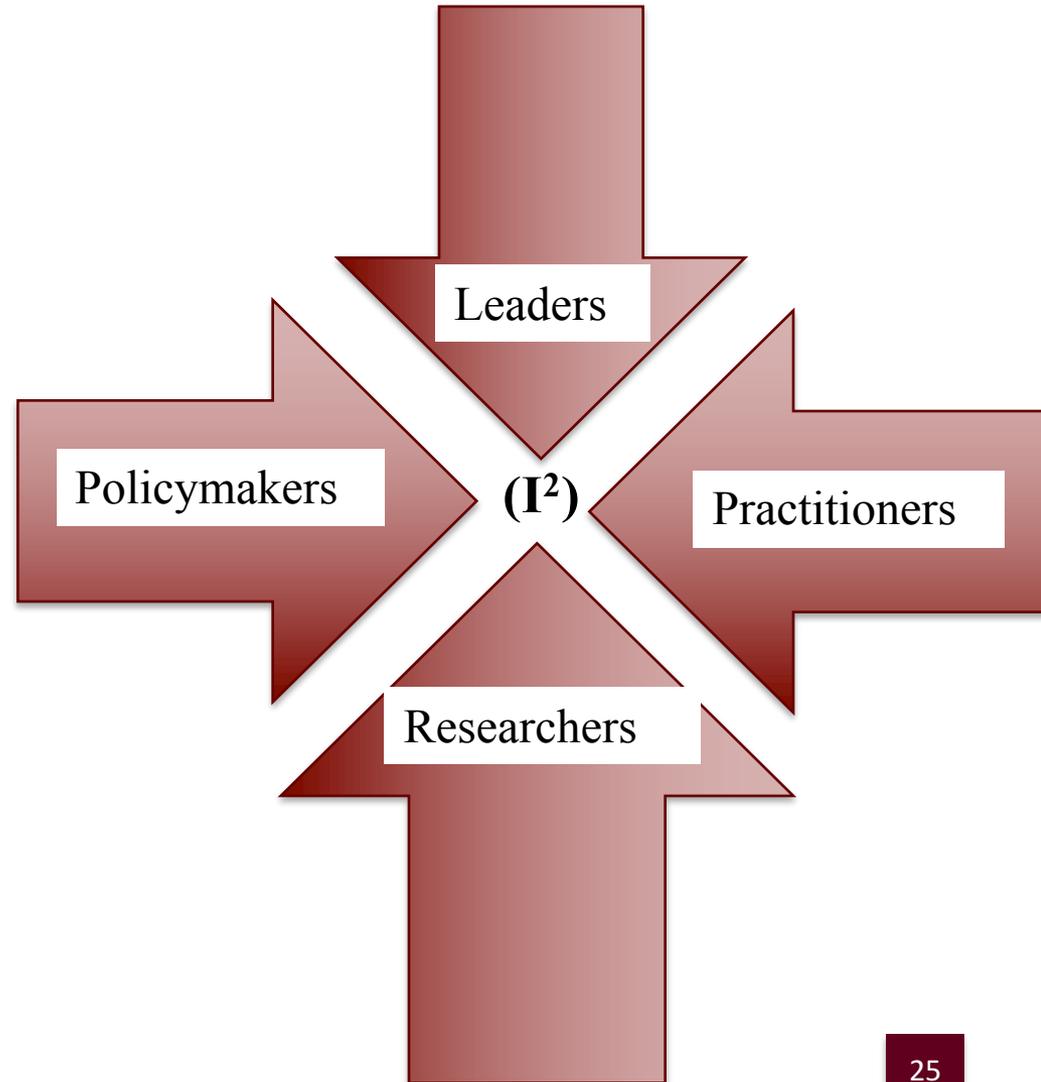
Source: Helms (2015)



# 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**

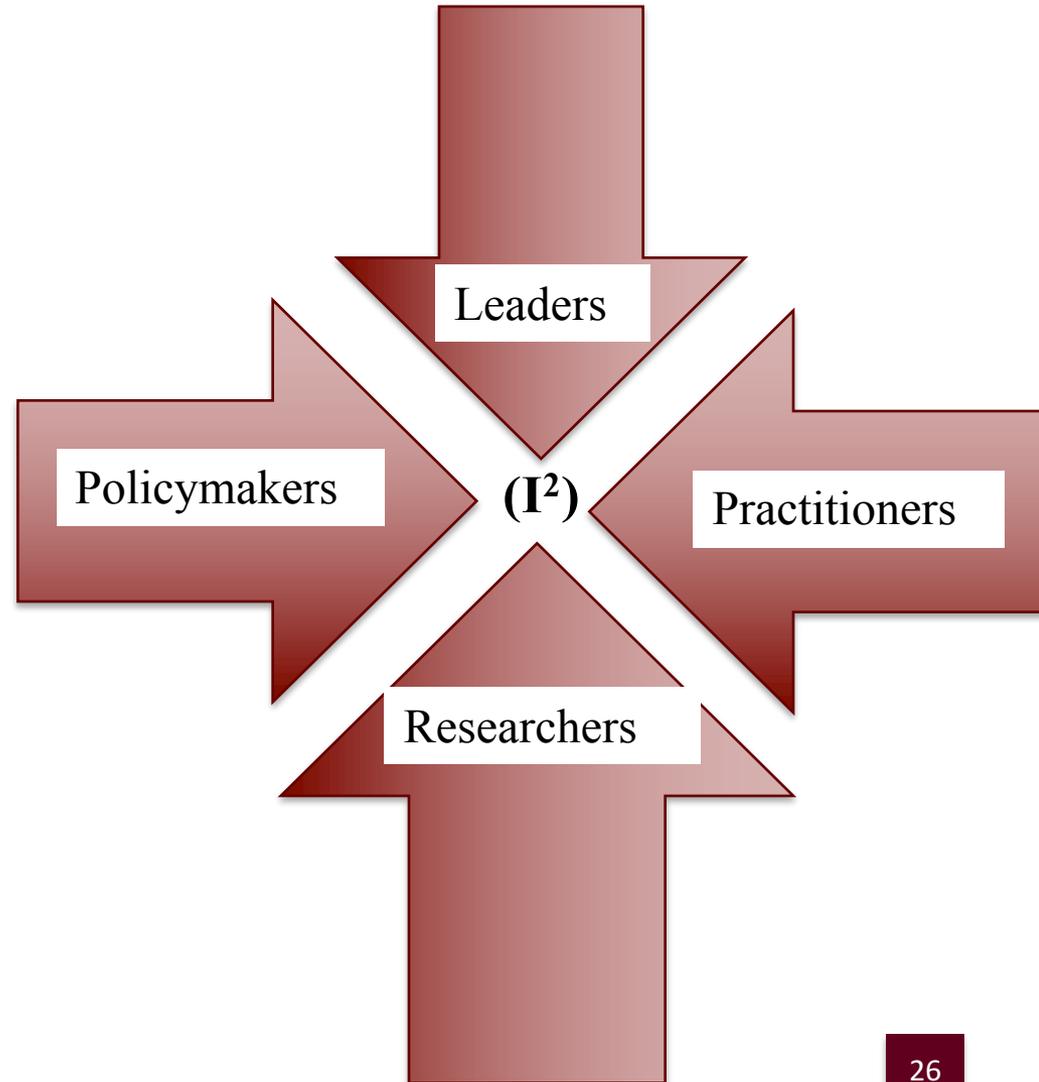
(Rumbley, 2015)



# Intelligent internationalization

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

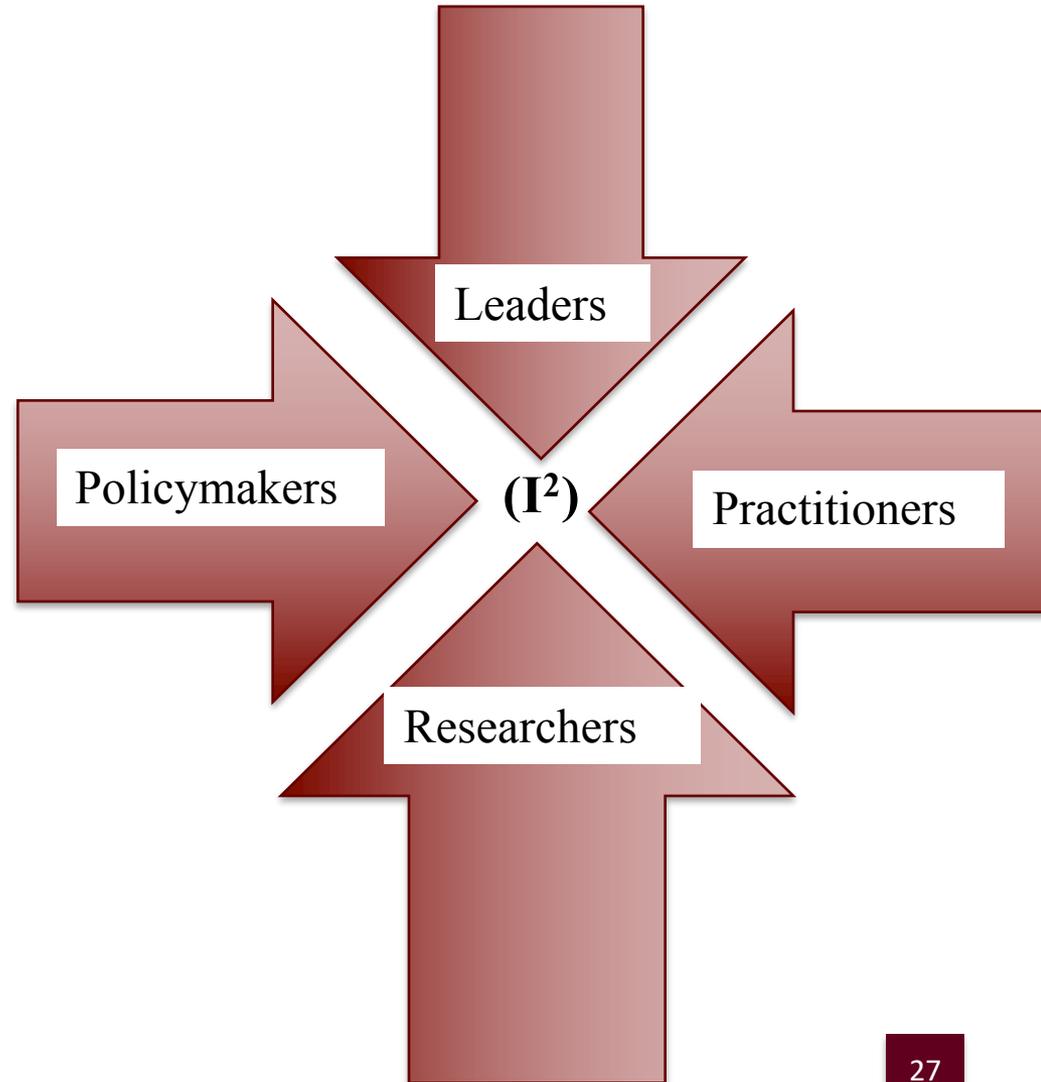
(Rumbley, 2015)



# Intelligent internationalization

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

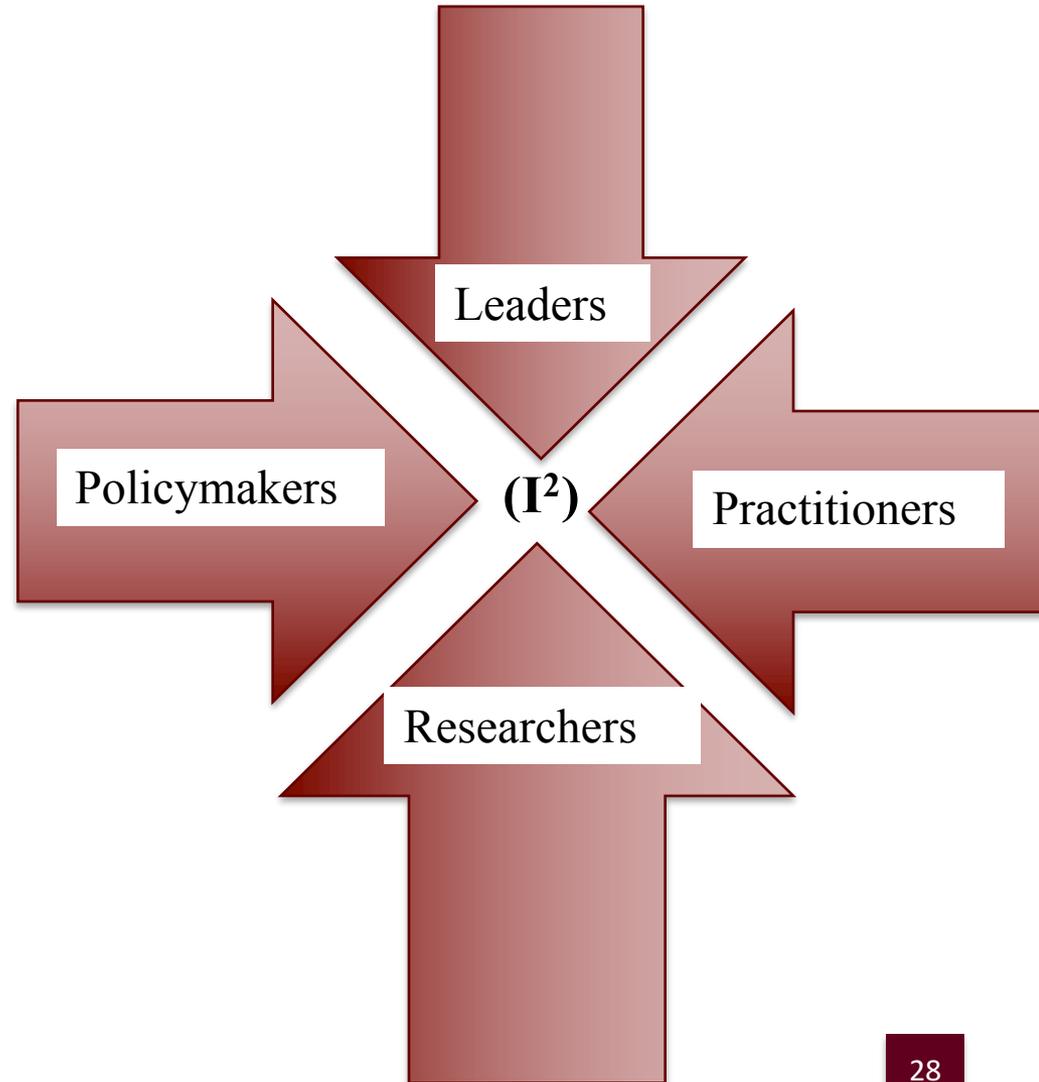
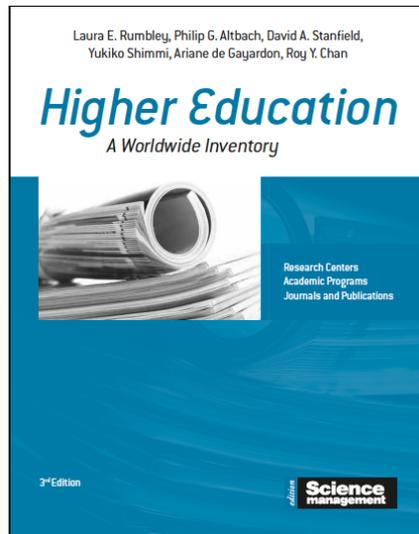
(Rumbley, 2015)



# Intelligent internationalization

## How to make progress toward I<sup>2</sup>?

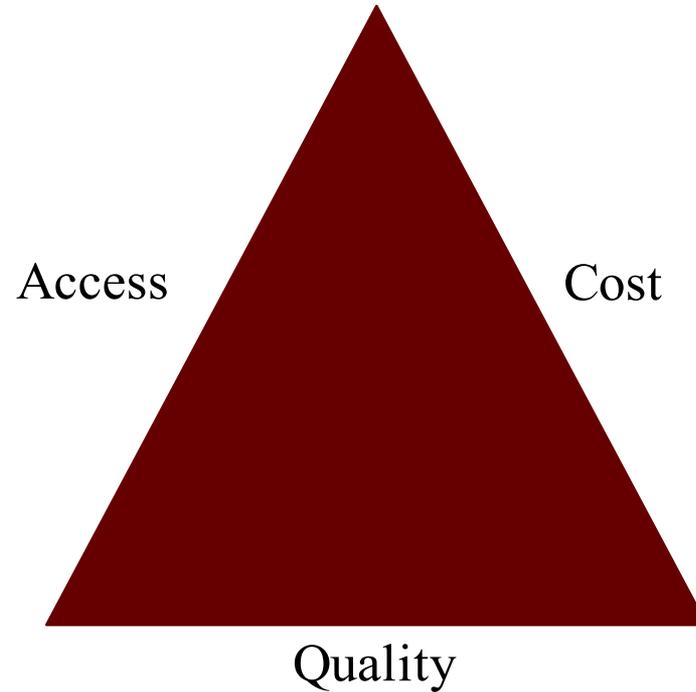
- Information
- Communication
- Facilitation
- Incentives
- Results
- Time





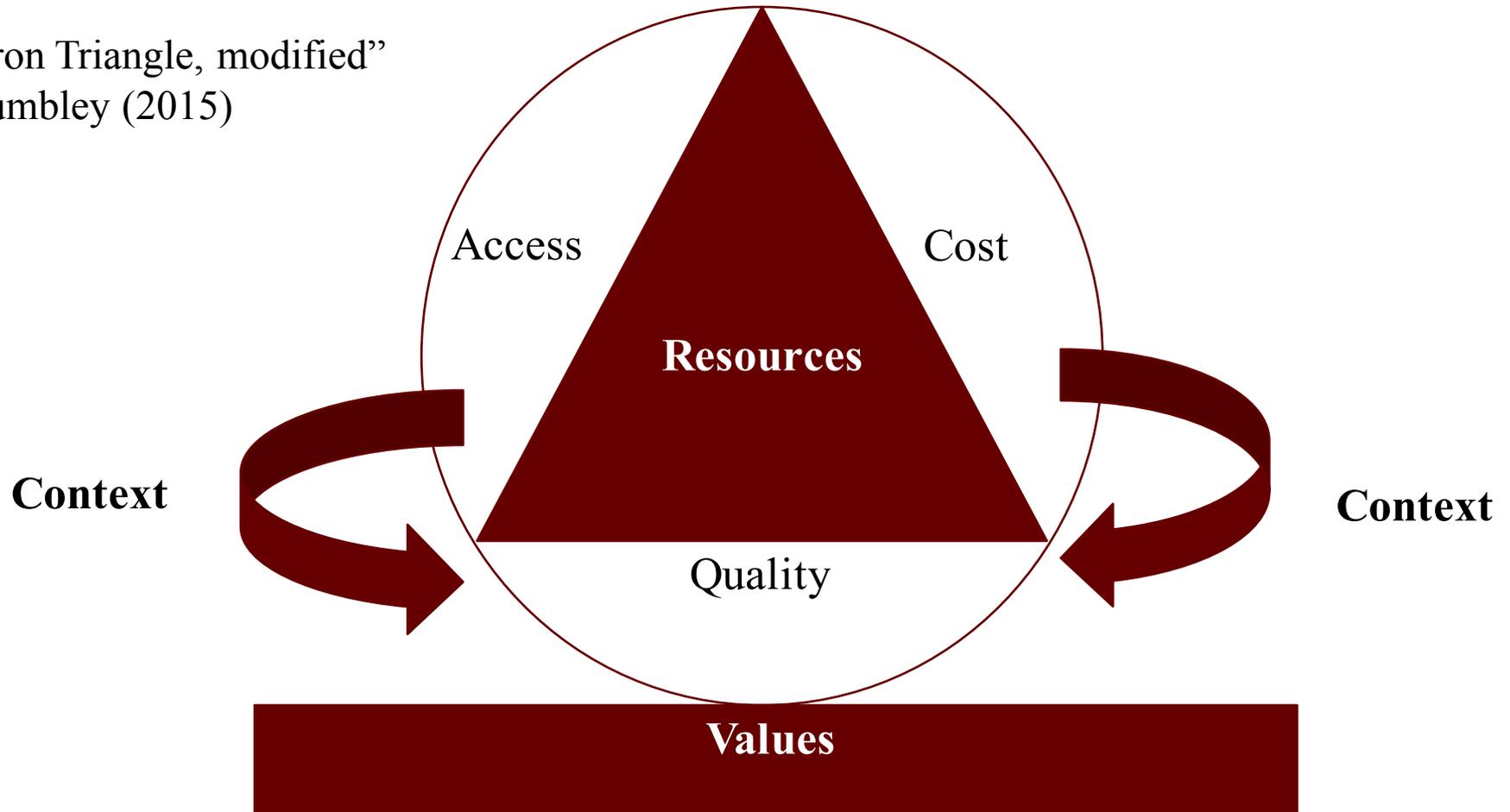
# Bringing together theory and practice

“Iron Triangle”  
Daniel (2009)

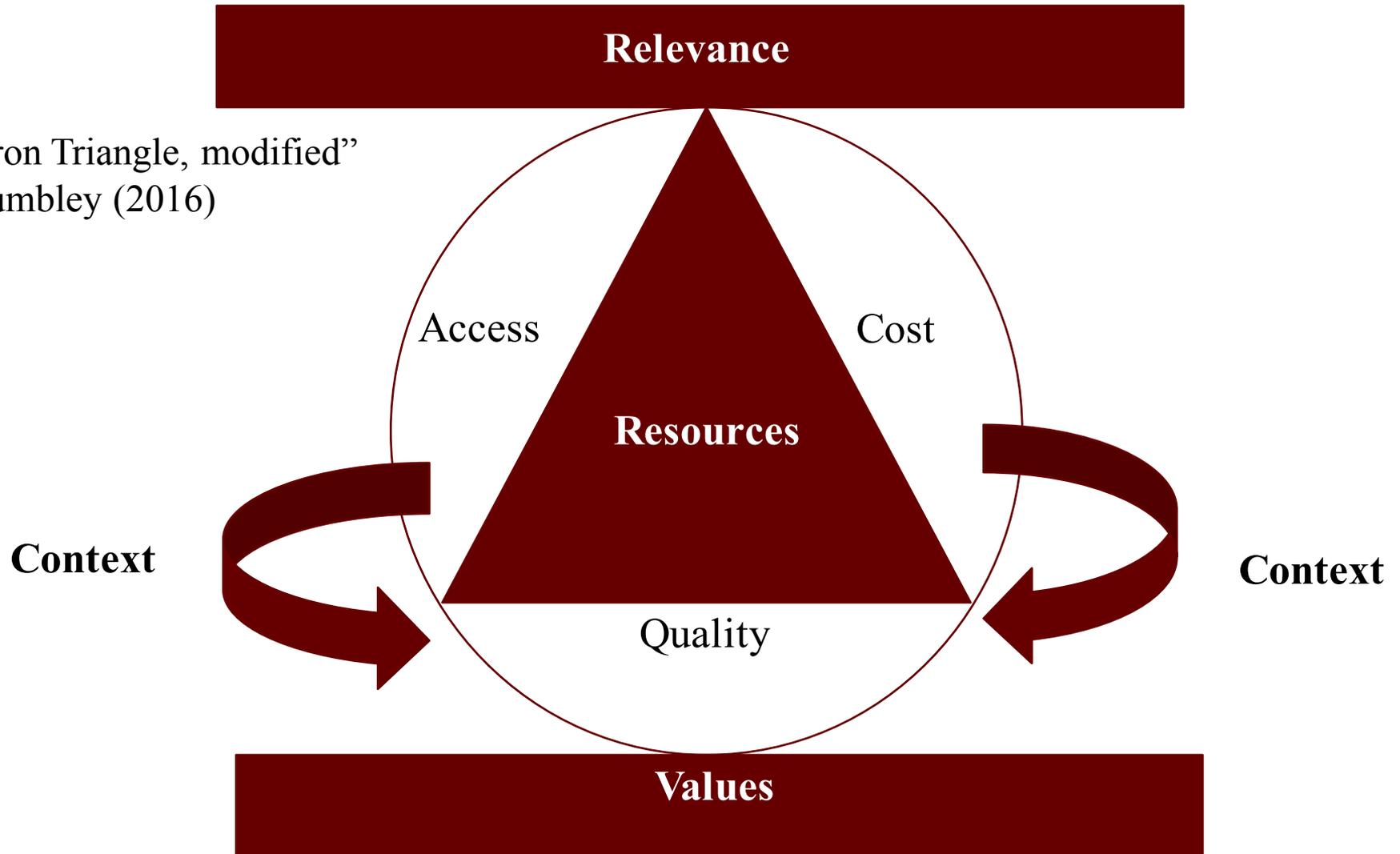


# Bringing together theory and practice

“Iron Triangle, modified”  
Rumbley (2015)



“Iron Triangle, modified”  
Rumbley (2016)





## What does this mean to you?

**Question 1a:** What are 3 significant contextual factors relevant to your own institution, faculty, department, unit or program?

- 1.
- 2.
- 3.

**Question 1b:** How would you characterize these contextual factors with respect to matters of internationalization—are these obstacles or opportunities?



# What does this mean to you?

	Obstacles?	Opportunities?
Context		
Context		
Context		



## What does this mean to you?

**Question 2a:** What are 3 values that reflect significantly the character and mission of your own institution, faculty, department, unit or program?

- 1.
- 2.
- 3.

**Question 2b:** How would you characterize these values with respect to matters of internationalization—are these obstacles or opportunities?



# What does this mean to you?

	Obstacles?	Opportunities?
Values		
Values		
Values		



## What does this mean to you?

**Question 3a:** What are 3 significant resources that exist within your own institution, faculty, department, unit or program (or within your general environment)?

- 1.
- 2.
- 3.

**Question 3b:** How would you characterize these resources with respect to matters of internationalization—are these obstacles or opportunities?



# What does this mean to you?

	Obstacles?	Opportunities?
Resources		
Resources		
Resources		



# What does internationalization mean to me?

A phenomenon that will continue to be relevant for the next few decades of the 21<sup>st</sup> century



# What does internationalization mean to me?

A phenomenon that will continue to be relevant for the next few decades of the 21<sup>st</sup> century

If designed thoughtfully and with issues of fairness and equity in mind, a potentially powerful and positive force for real and sustained progressive change



# What does internationalization mean to me?

A phenomenon that will continue to be relevant for the next few decades of the 21<sup>st</sup> century

If designed thoughtfully and with issues of fairness and equity in mind, a potentially powerful and positive force for real and sustained progressive change

If undertaken mindfully and authentically, allowing for a process of deep self-examination and courageous reform rooted in respect and understanding for institutional history, character, and mission



# What does internationalization mean to me?

One of multiple means to enable the university to modernize, in essence to

- achieve relevant and sustainable goals
- in the most contextually appropriate and most dynamic manner possible
- with the highest possible levels of integrity and quality, and
- with a clear connection to the world we find ourselves living in today, but also with an eye to a healthy and inclusive future.

Many thanks for  
your kind attention!

~

Děkuji!

[rumbly@bc.edu](mailto:rumbly@bc.edu)

