



GOING GLOBAL 2011

Comprehensive Internationalization: 21st Century Challenge and Imperative for Higher Education

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***Internationalising Higher Education:
Unattainable Dream or Sustainable Reality?***

***Student Mobility, Funding,
Commercialisation and Regionalism***



Advancing Internationalization

- **Roles of governments in advancing higher education Internationalization.**

- **Important roles, but by themselves governments influence at the margins.**

- **Roles of Higher Education Institutions.**

- **Higher Education Institutions are the key to driving internationalization beyond marginal growth and sustainability**



An Emerging Imperative and Changing Paradigm

In the past....

There now may be a growing sense that

- ✿ Internationalization is an institutional imperative (not just a desirable possibility)
- ✿ And it must become institutionally pervasive.



Comprehensive Internationalization

Comprehensive internationalization (CIZN) is

- ✚ Commitment and action to infuse international, global and comparative content and perspective throughout the teaching, research and service missions of higher education,...
- ✚ Realizing benefits in core learning and discovery outcomes.



From Periphery to Mainstream

“International education is not a field of specialization for the few, but its own field for the many.”

--- Josef Mestenhauser



Sustainability

ClZN is not sustainable unless it is intimately connected to and integrated with institutional missions and modes of operation.

And, not peripheral but core to institutional vision and values.



Pipe Dream or Likely? Precipitators of Change



Change Dynamics and Factors

1. Global Higher Education Demand
2. Global Higher Education Research Capacity
3. Funding Trends in Higher Education
4. Supply-Demand Consequences of Global Growth of Higher Education: Competition and collaboration.



Institutional Rationales for CIZN



Rationales

1. The “Business” Model Rationale
2. The Client/Customer Rationale
3. The National & Social Needs Rationale
4. The Intellectual Rationale



Seven Higher Education Trends That Will Challenge Internationalization



1. Funding, accountability and stature based on outcomes.
2. Time and cost to degree.
3. Growing use of Strategic Financial and Cost/Benefit Analysis.
4. Pressure to spread cost by through inter-institutional partnerships/collaborations.



5. Pressure for innovation in practices.
6. The pressure to build cross mission synergies.
7. Responding to nontraditional students who are now the “usual.”



Another Challenge for Internationalization

How do we identify and protect.

- ✚ The intellectual drivers for internationalization.
- ✚ Core institutional values of access, quality, and benefit.

As a context for any revenue motivations arising from internationalization.



Other Challenges for Internationalization

- ✚ Regional disparities
- ✚ Institutional disparities: The “haves” and “have nots”---or a continuum
- ✚ New money v. innovation and reform of practice



Where to Find More About CIZN

Nafsa.org/cizn

A substantial publication on the topic is
free to download.