

## The Internationalization Laboratory

The Internationalization Laboratory of the American Council on Education (ACE) is a learning community that assists participating institutions in developing a strategy for comprehensive internationalization and assessing their progress toward their goals. The Laboratory aims to advance collective thinking on the difficult issues surrounding the advancement of comprehensive internationalization, including the development of student learning outcomes to assess the effectiveness of internationalization activities. ACE disseminates the lessons learned from these institutions to a wide higher education audience.

### To promote the process approach, members of the Internationalization Laboratory:

- Form an internationalization leadership team on campus.
- Review current institutional internationalization activities to clarify institutional goals, and analyze the findings of this review.
- Develop a strategic action plan based on an analysis of the status of internationalization on campus and recommend future internationalization goals and strategies to achieve those goals.
- Host site visits by ACE staff, involving a roundtable discussion with the leadership team and key stakeholders to facilitate dialogue, define key questions and issues, clarify goals, build synergy among international activities, and build support for the process across the campus.
- Participate in three meetings of the Internationalization Laboratory, hosted by ACE in Washington, DC, to review progress, share experiences, and discuss possible next steps.
- Host an optional peer review visit and receive a report following the review process.
- Maintain regular contact with and receive guidance from ACE staff as the campus conducts its review, analyzes the findings, and develops its action plan.

Additional work can be done in articulating international learning outcomes, mapping the curriculum and co-curriculum for opportunities to achieve these outcomes, and developing an assessment plan. A non-refundable fee of \$30,000 is charged for this service, payable over two fiscal years.

**For more information, please contact Barbara Hill, Senior Associate for Internationalization, at (202) 939-9414 or [bhill@acenet.edu](mailto:bhill@acenet.edu).**

Instilling broad, deep, and synergistic internationalization practices on U.S. college and university campuses requires a strategic, integrated approach, not a set of discrete programs. Comprehensive internationalization must pervade an institution and affect a broad spectrum of people, policies, and programs. This approach is supported by the work of Knight (1994), who defines internationalization as “the process of integrating an international/intercultural dimension into the teaching, research, and service functions of the institution.”<sup>1</sup>

<sup>1</sup> Knight, J. (1994). *Internationalisation: Elements and checkpoints*. Ottawa: Canadian Bureau for International Education.

### Benefits to institutions that join the Internationalization Laboratory include:

- The opportunity to participate in a national invitational learning community.
- Regular access to expert consultation.
- The opportunity to learn from the experiences of approximately 120 institutions with which ACE has worked on internationalization.
- A customized process to accelerate progress on internationalization and ensure concrete outcomes/deliverables that the institution chooses.

# The Internationalization Laboratory *continued*

Launched in 2003, the Internationalization Laboratory has included these institutions:

## 2003-04

California State University, Sacramento  
Fairleigh Dickinson University (NJ)  
Fordham Schools of Business (NY)  
Kalamazoo College (MI)  
Kansas State University

## 2004-05

Indiana University-Purdue University  
Indianapolis  
Juniata College (PA)  
Pacific Lutheran University (WA)  
Park University (MO)  
St. Mary's University (TX)  
University of South Florida  
University of Wisconsin-Madison

## 2005-06

Boise State University (ID)  
Northern Virginia Community College  
Pace University (NY)  
University of Denver (CO)

## 2006-07

Arcadia University (PA)  
College of Charleston (SC)  
New Mexico State University  
Park University (MO)  
University of Iowa

## 2007-08

Appalachian State University (NC)  
City University of Seattle (WA)  
Seton Hall University (NJ)  
SUNY College at Cortland  
SUNY University at Albany  
University of Kentucky  
University of Wisconsin-Stout  
Western Kentucky University

## 2008-09

Central Connecticut State University  
Pacific University (OR)  
Purdue University (IN)

Saint Mary's College (IN)  
Temple University (PA)  
University of Colorado Boulder  
Western Michigan University

## 2009-2010

CETYS Universidad, Baja California (MX)  
Drake University (IA)  
Inter American University-Metropolitan Campus (PR)  
Long Island University (NY)  
Marshall University (WV)  
Universidad del Este (PR)  
University of Tulsa (OK)

## 2010-2011

Case Western Reserve University (OH)  
Richard Stockton College of New Jersey  
Shepherd University (WV)  
The University of North Carolina at Greensboro  
Universidad del Turabo (PR)  
University of Alaska Anchorage  
University of the Pacific (CA)  
Valparaiso University (IN)

## 2011-2012

Fielding Graduate University (CA)  
Georgia Gwinnett College  
Monroe Community College (NY)  
Montana State University  
Universidad Metropolitana (PR)  
University of Wisconsin-River Falls  
University of Wyoming  
Webster University (MO)

## 2012-2013

Becker College (MA)  
Grand Valley State University (MI)  
Indiana University Purdue University Indianapolis  
Merrimack College (MA)  
Samford University (AL)  
Texas Christian University  
University of Minnesota Duluth  
Villanova University (PA)  
Virginia Commonwealth University