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.

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, as it is called, 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."


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 meetings of the Internationalization Laboratory in late August, January, and the following November, 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.

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.

ACE is currently forming the 2010–11 cohort of the Laboratory. For more information, please contact Barbara Hill, Senior Associate, International Initiatives, at (202) 939-9414 or barbara_hill@ace.nche.edu.

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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 (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 at 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)