The Leadership Enigma: Myths and Realities of University Internationalism Strategy

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Who cares – Why bother, and is TNE right for your university?

- ‘Just 500 more international students and I can give the faculty’ merit increases next year.’
- ‘I resent your implication that our university is only in international education for the money!”
- ‘Our leaders are clear about the benefits of internationalism for our university, our faculty, our local community, our students and our funders?’
- ‘Did anyone bother to tell the dean of business about our new MBA programme in China?’
- ‘We are very proud of our balanced internationalism strategy of off-shore programmes and recruiting international students.’
- ‘Well any action is better than no action by the President.’
- ‘We’ll just bring the faculty along, I’m sure we can resolve workload and incentive issues at the next union meeting.’
University Core Values

- Academic freedom – speech, expression, tolerance, understanding, empathy
- Access
- Quality and excellence
- Research – empirical study and creation and dissemination of new knowledge
- Diversity – ideas, ethnicity, gender, curriculum, language, culture, and more
- Service to the university, community, region, nation, and globally
- Educative process
Ethical Choices

- Choices influenced by the interconnected synergy of culture, values, beliefs and attitudes

- Choices are deliberate decisions even if they are misinformed and regardless of the rationale and justification
Harry S. Truman

‘I did what I thought was right.’
Myth 1: Internationalism is a Core Educational Value of the Modern University

Reality: Internationalism is a Revenue Enhancement Strategy via Global Village Rhetoric
Myth 2: Access and Quality are Driving the Global Higher Education Market

Reality: Access is Selective and Revenue Goals may be Compromising the Quality Continuum
Myth 3: Academic Disciplines are Leading Institutional Internationalism

Reality: Senior Institutional Leadership is Exerting Revenue Enhancement Pressures on the Disciplines
Myth 4: Student Success and the Educative Process are Driving Internationalism

Reality:
This rhetoric fades as revenue goals take priority and comprehensive, high quality student services are compromised.
Of course truth is stranger than fiction

... fiction has to make sense.
Summary Observations

- Contingency planning is the most viable response strategy to the unpredictability of the global marketplace.
- Internationalism must be built around a portfolio approach to balance dependency on off-shore and international recruitment revenues.
- Leadership in the academic disciplines must re-assert their role in developing internationalism.
- Student success and the educative process must be balanced with financial necessities.
An Ethical Question

‘Is it the responsibility of the university to produce ethical and moral graduates?’
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Thank you
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