



# EAIE 2016 | LIVERPOOL

13-16 SEPTEMBER

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Welcome to workshop 19

## DEVELOPING LEADERSHIP: IMPLEMENTING COIL AND VIRTUAL EXCHANGE INITIATIVES

# Presenters



**Jon Rubin**  
Director, SUNY  
COIL Center,  
Consultant



**Simone Hackett**  
Coordinator  
Internationalisation,  
The Hague University  
of Applied Sciences  
(THUAS) the  
Netherlands



**Keiko Ikeda**  
Professor  
Vice-Director, Center  
for International  
Education  
Kansai University

# Workshop Objectives

By attending this workshop attendees will:

- Comprehend the key elements of the COIL model
- Understand how to integrate the model into the university curriculum
- Learn how COIL expands the reach of International Programs at their institution
- Engage the structural complexities involved in embedding COIL at their university

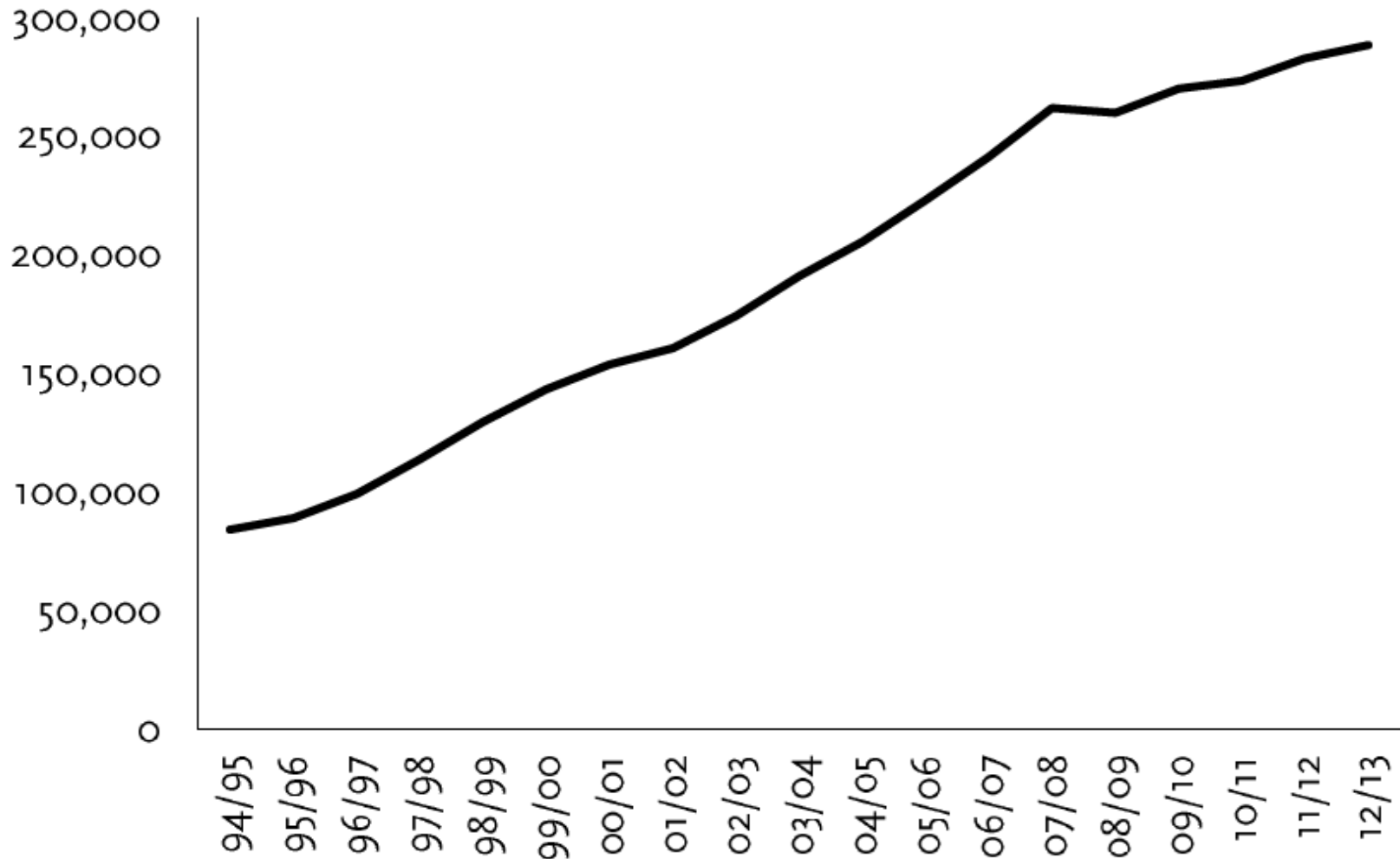


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# OVERVIEW OF COIL MODEL

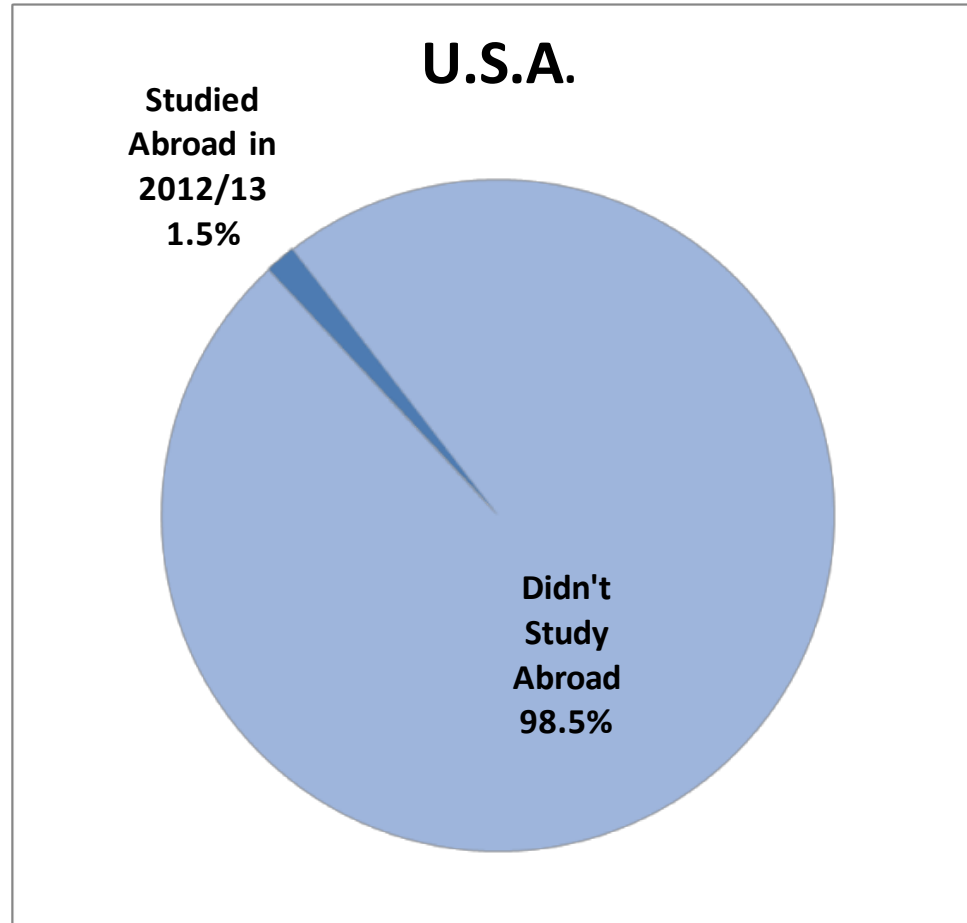
Jon Rubin, SUNY COIL Center, Consultant

# U.S.A Students Studying Abroad



Source: Open Doors Fast Facts 2014, Institute for International Education

# Looked at Another Way



Source: Open Doors Fast Facts 2014, Institute for International Education,

# Study Abroad In Europe

- Participation percentages in Europe are better partially because the distances students need travel to study abroad are less – and because plane tickets within Europe are inexpensive.
- However, across Europe only about 10% of students study abroad.
- So how can we engage the other 90% who are not mobile? Is technology an answer?

The SUNY COIL Center has been developing a Global Partner Network (GPN) to facilitate COIL partnerships and regional hubs.

Kansai University in Osaka, Japan is one of our GPN members, and they have been developing a KU COIL Hub.

The following is their video about this initiative that we helped them to produce.

[https://youtu.be/OqHhAU\\_2DVA](https://youtu.be/OqHhAU_2DVA)



The essence of COIL course work is student intercultural collaboration

So let's also look at a video made collaboratively by students at the Utrecht University of Applied Sciences and SUNY New Paltz

<https://vimeo.com/123977257>

- Collaborative online international learning is an inherently networked model of education
- COIL courses cannot exist on a single campus
- They require an actively engaged international partner

# What is COIL?

**Collaborative Online International Learning** is not a technology, but is a new teaching and learning paradigm that develops intercultural awareness across shared multi-cultural online learning environments.

The COIL model aims to create equitable team-taught courses where teachers from two cultures work together to develop a shared syllabus, giving new contextual meaning to the ideas and texts they explore. COIL is not “owned” by SUNY. It is for all to use.

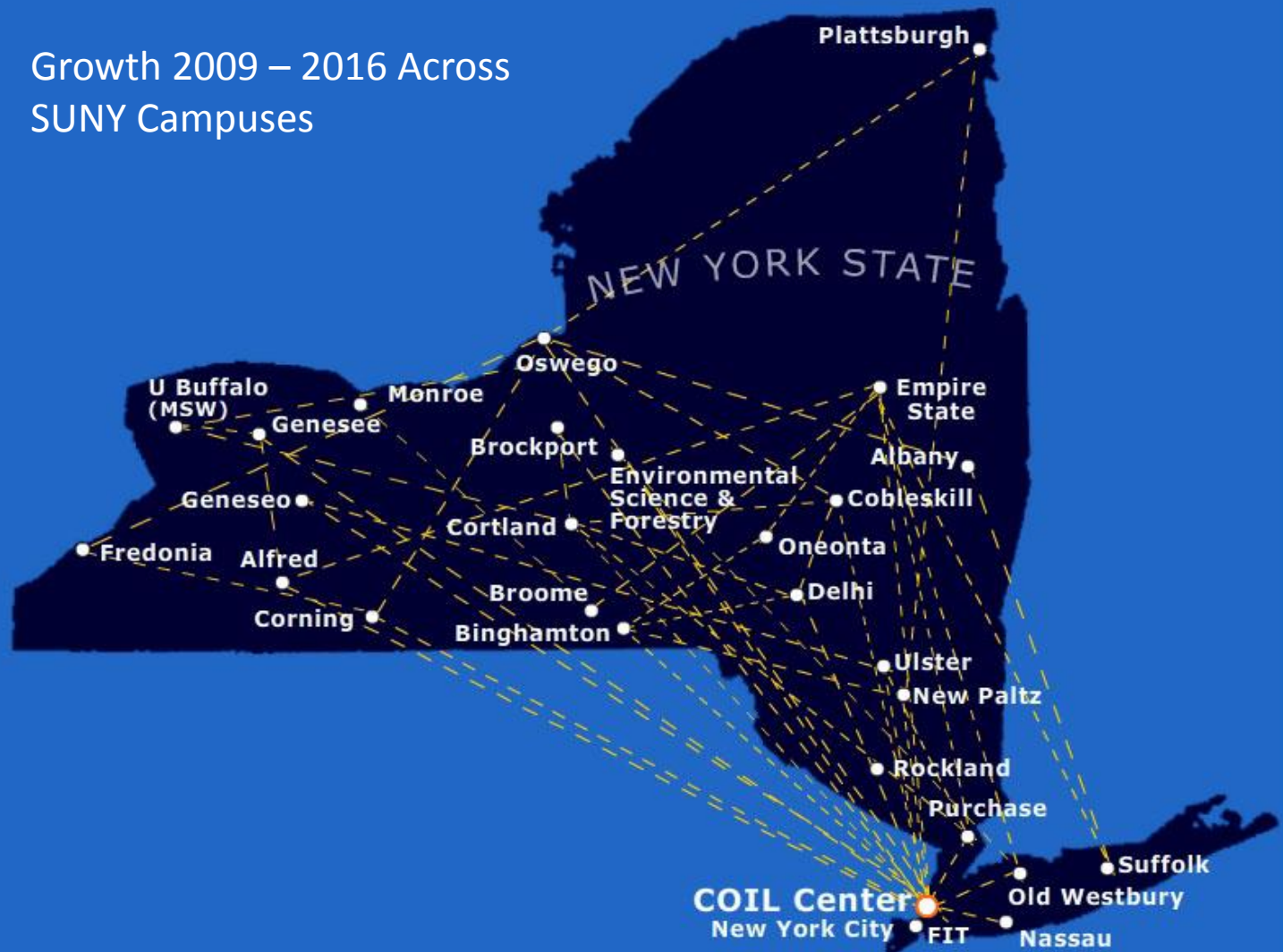


## **COIL Grows at the SUNY COIL Center**

- The SUNY COIL Center was created in 2006 as a joint initiative by Purchase College the SUNY Office of International Programs and Open SUNY
- In 2010 the COIL Center became a unit of the Office of Global Affairs with a fulltime staff of two, plus grant sponsored positions.
- Presently the COIL Center has a total staff of 5 persons, including two largely supported through Department of State funds.

# The COIL Nodal Network

Growth 2009 – 2016 Across  
SUNY Campuses





# SUNY COIL Global Partner Network



# Institute for Globally Networked Learning in the Humanities



**21** US institutions

**25** international partner institutions from **19** countries across all of the world's inhabited continents

**24** successful COIL courses

Funded by the National Endowment for the Humanities

# ACE/COIL Award Program



## Advancing Internationalization Through Collaborative Online International Learning 2012-2015



MAY + JUNE

# International EDUCATOR

New  
Windows  
on the  
World

2016 | Fall Preview

[www.eale.org/llverpool](http://www.eale.org/llverpool)

# IIE Networker

*A publication of the Institute of International Education*

Fall 2016 \$7.00



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# The J. Christopher Stevens Virtual Exchange Initiative

- Designed to Increase structured online engagements between students in the US and the Middle East North Africa (MENA) region by providing significant grants and awards to US and MENA region institutions
- Underwritten by the US Department of State, the Bezos Family Foundation, Microsoft and others
- The COIL Center received one of the 1<sup>st</sup> ten Stevens awards and is working with higher education institutions in Egypt, Lebanon and Morocco to develop joint COIL courses

# COIL Latin America Academy

- Three Cohorts in Fall 2014, Summer 2015, and Fall 2015
- Training workshops took place in both Cuernavaca / NYC
- Expanded GPN in Mexico to 2 HEIs and 2 Systems
- Pilot course with UNESP in Brazil
- Created 36 Mexico/SUNY COIL courses for 1500 students











# USA-Mexico Multistate COIL Program (MCP)

- Cooperative grant with USA Department of State
- 2-year project: October 2015 – 2017
- Brings the COIL Modality to new states in Mexico
- Working with the US Embassy in Mexico City, we began by identifying and engaging 18 Mexican HEIs, many with little international experience
- Now developing 36+ COIL teaching partnerships to serve over 1200 students across SUNY and Mexico

# MCP - Participating Mexican Universities

**Universidad del Caribe**

**Universidad La Salle Noroeste A.C.**

**Universidad de Celaya**

**Universidad Autónoma de Chiapas**

**Universidad Autónoma de Ciudad Juárez**

**Universidad Juárez del Estado de Durango**

**Universidad Intercultural del Estado de Puebla**

**Universidad de Tijuana**

**Universidad Autónoma de San Luis Potosí**

**Universidad Autónoma de Chihuahua**

**Universidad Autónoma de Tamaulipas**

**Universidad Autónoma del Estado de Morelos**

**Universidad de Colima**

**Universidad de Sonora**

**Universidad La Salle Morelia**

**Universidad Politécnica Santa Rosa de  
Jáuregui**

**Universidad Veracruzana**

**Universidad Tecnológica de Huejotzingo**



# June MCP Workshop, Cuernavaca



SEPTEMBER  
POOL

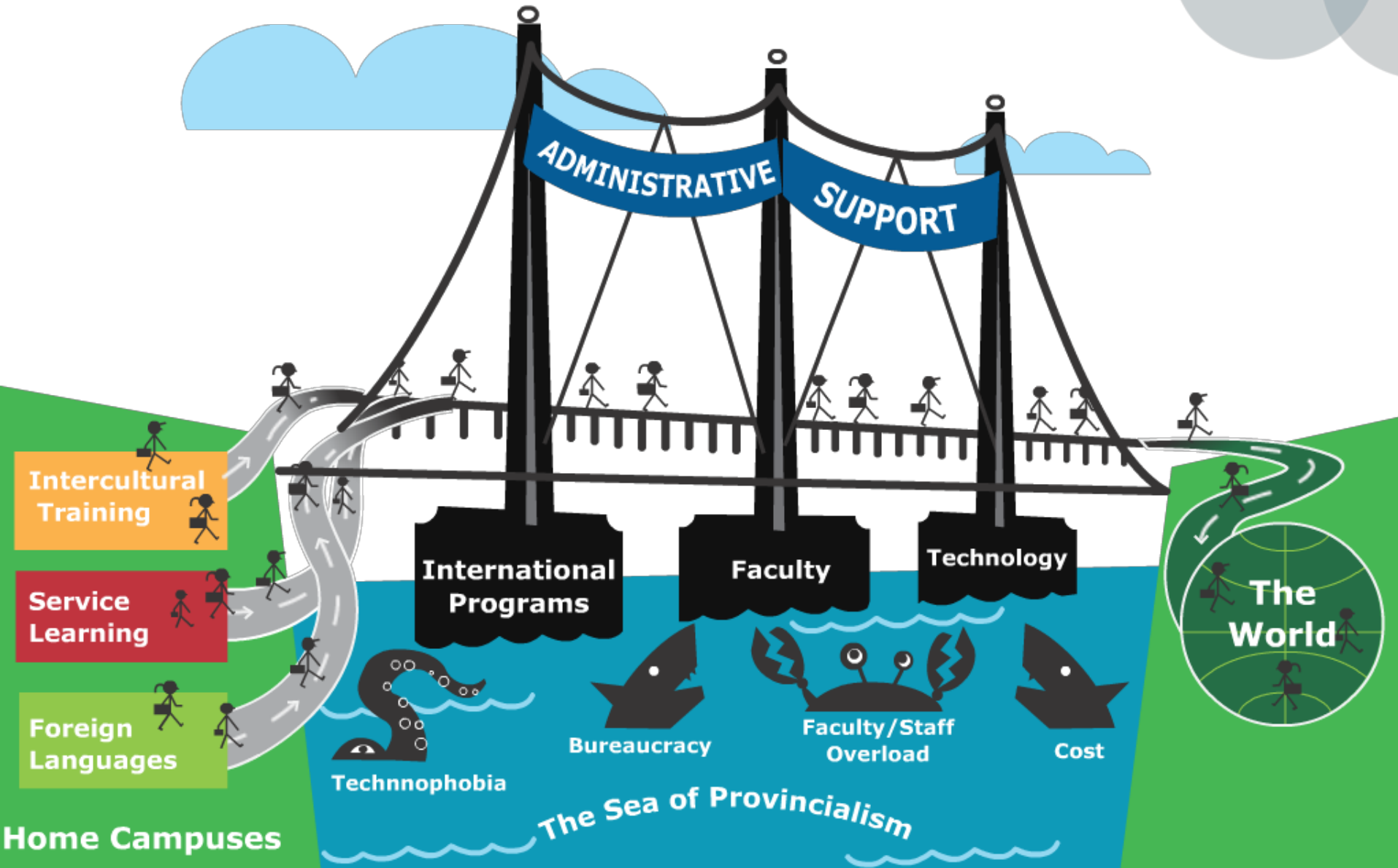
# June MCP Workshop, Cuernavaca



6 SEPTEMBER  
2016 | LIVERPOOL



# The COIL Bridge



# Why you should engage the COIL Model

1. Your students and faculty will likely gain **intercultural awareness** and understanding
2. You may develop **new institutional partnerships** or attract international students to study at your campus.
3. Your own students will be better prepared and more oriented to **study abroad**.
4. It will generate a dynamic and inexpensive **curricular internationalization** vector on your campus.
5. Your students can learn about the discipline they are studying from **another perspective**.
6. Your students will gain **digital literacy skills** and be better prepared to work in virtual teams.
7. It will provide professional and international **development for faculty and staff**.
8. It will enhance the **communicative skills of your students** when working with non-native English speakers.



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# GROUP TASK

# Milestones

Preliminary Steps	<b>PARTNER IDENTIFICATION AND ENGAGEMENT</b>	Locate foreign partner, begin informal exchanges of information and develop trust between leads
	<b>INSTITUTIONAL SUPPORT</b>	Identify who at both institutions will provide administrative and technical support
Course Development	<b>COMPARISON AND RESOLUTION OF COURSE OBJECTIVES</b>	Share ideas for objectives and then, following discussion, mutual and differentiated objectives are agreed on
	<b>JOINT DEVELOPMENT OF COURSE ACTIVITIES</b>	Determine basic structure, design tasks and find/develop online materials/contents
	<b>IDENTIFICATION OF ONLINE TOOLS THAT ENABLE ACTIVITIES</b>	Tools are chosen and faculty partners start learning how to use them
	<b>DEVELOPMENT OF ASSESSMENT METHODOLOGY</b>	Pre-, during and post-COIL course assessment is developed and shared
Course Implementation	<b>BE FLEXIBLE AND INTERCULTURALLY SENSITIVE</b>	Maintain an open mind from task to task, week to week, and be open to the need to adapt activities and timelines to emerging narratives if and when necessary. Be aware of cultural difference and use the course content to draw out student experience and perspectives.
	<b>CONSTANT COMMUNICATION BETWEEN PARTNERS &amp; MONITORING OF STUDENT WORK</b>	Based on a mutually agreed-upon communication protocol, partners in both countries communicate regularly (at least once a week) to share impressions of how things are going online between students as well as feedback they are receiving from their students locally that might require some form of response.
Post Course	<b>REFLECTION AND EVALUATION</b>	Based on the outcomes of the assessment methodology used and by reading back on observation notes taken throughout Development and Implementation, reflect on what took place and plan improvements/changes for future iterations of the course or similar projects.

## Ice Breaker

- Access & Motivation
- Online Socialization
- Information Exchange

## Comparison & Analysis

- Information Exchange
- Knowledge Construction

## Collaboration

- Knowledge Construction
- Development

# Milestones – Group Task

## Instructions:

- Identify or imagine a hypothetical COIL course or one that a member in your group is already developing.
- Discuss/Determine the basic characteristics of the course:
  - Geographical location of the two classes
  - Disciplines / content focus
  - Type of communication (synchronous and/or asynchronous)
  - Language of exchange and any implications of same, etc.
- Identify one milestone that appears to be particularly problematic.
- Nevertheless, consider how to integrate this course into existing programs.
- Prepare to report out.





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KEEP  
CALM  
I'TS  
BREAK  
TIME

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# INSTITUTIONAL PERSPECTIVES

**Evolution of COIL** at the Hague University of Applied University

**KU-COIL initiative** and institutional concerns specific to Japan

# Evolution of COIL

## The Hague University of Applied Sciences (THUAS)

EAIE Workshop  
Tuesday 12<sup>TH</sup> September 2016

Simone Hackett  
Faculty Coordinator Internationalisation/ COIL Coordinator  
Email: [s.e.hackett@hhs.nl](mailto:s.e.hackett@hhs.nl)

# The Hague University of Applied Sciences (THUAS) Internationalisation Policy

## Internationalisation Strategy and Policy 2020:

*Become the most international UAS in the Netherlands*



*“To prepare students with the necessary professional, personal and academic competencies to function successfully in the global community dealing with the evolving issues of the 21st century world.”*

# Use COIL to internationalise!

- One way in which THUAS can become the most international UAS in the Netherlands is to use COIL to international its programmes.
- Previous experience with SUNY and COIL
- Implement COIL throughout THUAS
- Use as an internationalisation at home tool
- Embed internationalisation in every programme



# COIL Seminar

## The Hague October 2015

- Held a seminar on COIL at THUAS
- Aim: Create awareness throughout university
- Invited Jon Rubin, Director SUNY COIL Centre





# COIL Seminar

## The Hague October 2015

- Lecturers, Managers, Coordinators
- COIL Workshops from colleagues
- Round table discussions
- Introduction and adaptation of COIL Institutional Leadership Milestones



# COIL Leadership Milestones

## 1. Programme and Scale

- Seven COIL Courses at THUAS
- THUAS COIL Strategy

## 2. Faculty Support System

- Appointed COIL Coordinator

## 3. Faculty and Programme Engagement

- Include COIL in Internationalisation strategies
- SUNY COIL Conference

## 4. Senior Leadership & Support

- Senior Academic Leader - Faculty Directors
- Funding

## 5. Community Building

- COIL Advisory Council – working group
- COIL Website
- IT Support
- COIL Conference at The Hague





# Work in Progress

## Programme and Scale

- COIL implemented within 7 THUAS faculties
- COIL Strategy defined

## Faculty Support System

- Define role and tasks of COIL Coordinator
- Time
- Training for staff
- Funding

## Faculty and Programme Engagement

- Awareness and commitment within each programme ( at management and lecturer level)
- Repetition

## Community Building

- Time allocated for COIL Advisory Council members
- COIL Website
- IT Support
- Organisation - for seminars, conferences etc.



# Ambitions

- COIL Conference used as spring board
- Awareness throughout university
- COIL Embedded in curriculum within all programmes
- Staff Training e.g. intercultural awareness, technological skills, COIL training
- More technical support and innovations for COIL
- Strategic COIL partners
- Students acknowledge the availability of COIL courses and choose to study at THAUS for this reason



# Bringing it all together: COIL Conference The Hague, 1<sup>st</sup> and 2<sup>nd</sup> December 2016

- Workshops
- New COIL partnerships
- Networking
- Creating awareness and arousing interest at home and with our partners

**Register by 15<sup>th</sup> October:**

**[www.eurocoilcon.nl](http://www.eurocoilcon.nl)**



The poster for the COIL Conference The Hague, 1<sup>st</sup> and 2<sup>nd</sup> December 2016, features the COIL logo (Collaborative Online International Learning) and the logo of The Hague University of Applied Sciences. The main title is "European Conference on Collaborative Online International Learning (COIL) for Higher Education". A large blue circle with white text says "SAVE THE DATE". Below this, the dates "December 1<sup>st</sup> & 2<sup>nd</sup> 2016" are displayed. The background shows a modern building with a red awning and people walking. The text on the poster includes: "The Hague University of Applied Sciences (THUAS), the Netherlands is pleased to announce that we will host the 1<sup>st</sup> first annual European Conference on Collaborative Online International Learning (COIL) for Higher Education in The Hague on December 1<sup>st</sup> & 2<sup>nd</sup> 2016." It also lists the location: "Johanna Westendorpsteijn 75, 2521 EN The Hague, The Netherlands". A section titled "WHERE AND WHEN?" provides details on the conference dates and registration. A blue box at the bottom says "REGISTER at www.eurocoilcon.nl" and "Online Registration closes October 15<sup>th</sup> 17:00 pm".

**COIL** Collaborative Online International Learning

**THE HAGUE** UNIVERSITY OF APPLIED SCIENCES

European Conference on Collaborative Online International Learning (COIL) for Higher Education

**SAVE THE DATE**

**December 1<sup>st</sup> & 2<sup>nd</sup> 2016**

The Hague University of Applied Sciences (THUAS), the Netherlands is pleased to announce that we will host the 1<sup>st</sup> first annual European Conference on Collaborative Online International Learning (COIL) for Higher Education in The Hague on December 1<sup>st</sup> & 2<sup>nd</sup> 2016.

This conference is relevant for individuals from all disciplines and professions who are interested in:

- Learning more about COIL and Virtual Mobility
- Designing, implementing and organising COIL courses
- Fostering new partnerships for COIL courses
- Inspiring policy makers, academics and lecturers to get on board with COIL
- Learning more about how we can use new technologies for COIL
- Networking for student/staff exchanges and joint projects

**WHERE AND WHEN?**

The Hague University of Applied Sciences  
Johanna Westendorpsteijn 75,  
2521 EN The Hague, The Netherlands

**December 1<sup>st</sup> & 2<sup>nd</sup> 2016**  
Details on The Conference Programme and Registration will follow

Registration opens 7th September. Places are limited so we strongly advise you to register as soon as possible after registration opens.

For more information email: [coil@hva.nl](mailto:coil@hva.nl)

**REGISTER at**  
**[www.eurocoilcon.nl](http://www.eurocoilcon.nl)**

Online Registration closes October 15<sup>th</sup> 17:00 pm

**www.eurocoilcon.nl**



**Thank you!**

**Simone Hackett**

Email: [s.e.hackett@hhs.nl](mailto:s.e.hackett@hhs.nl)



# KU-COIL Implementation Steps

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Keiko IKEDA

Kansai University  
Centre of International Education





# Why COIL? Our Case ( Kansai University )



# Internationalization Strategies for Kansai University 2014-2023



Creating **Immersion Campus**  
at Home Groud  
[emphasis on inbound]

800 ----- > **5.000**

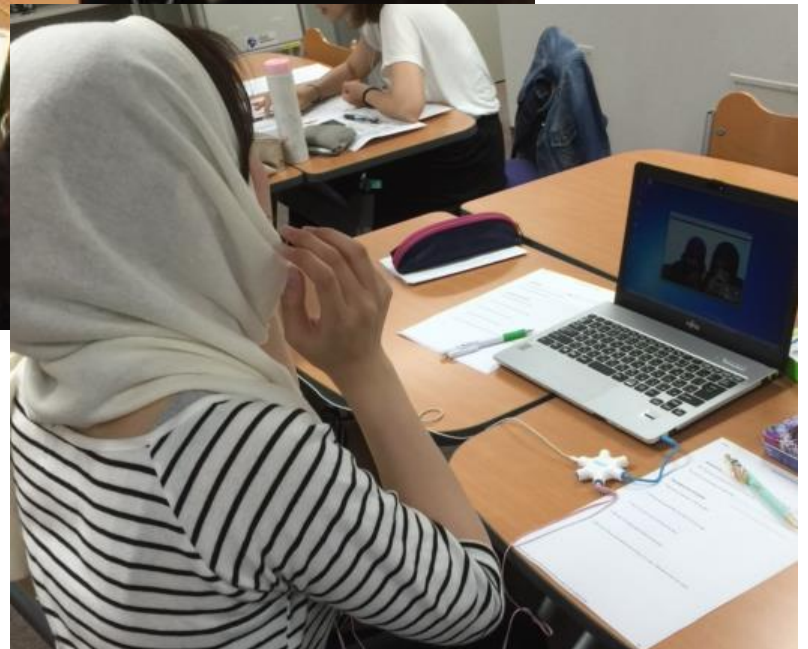


Have students experience  
immersion context abroad  
[**emphasis on outbound**]

400----- > **3.000**

UG approximately 28.000 students  
GR approximately 2.500 students

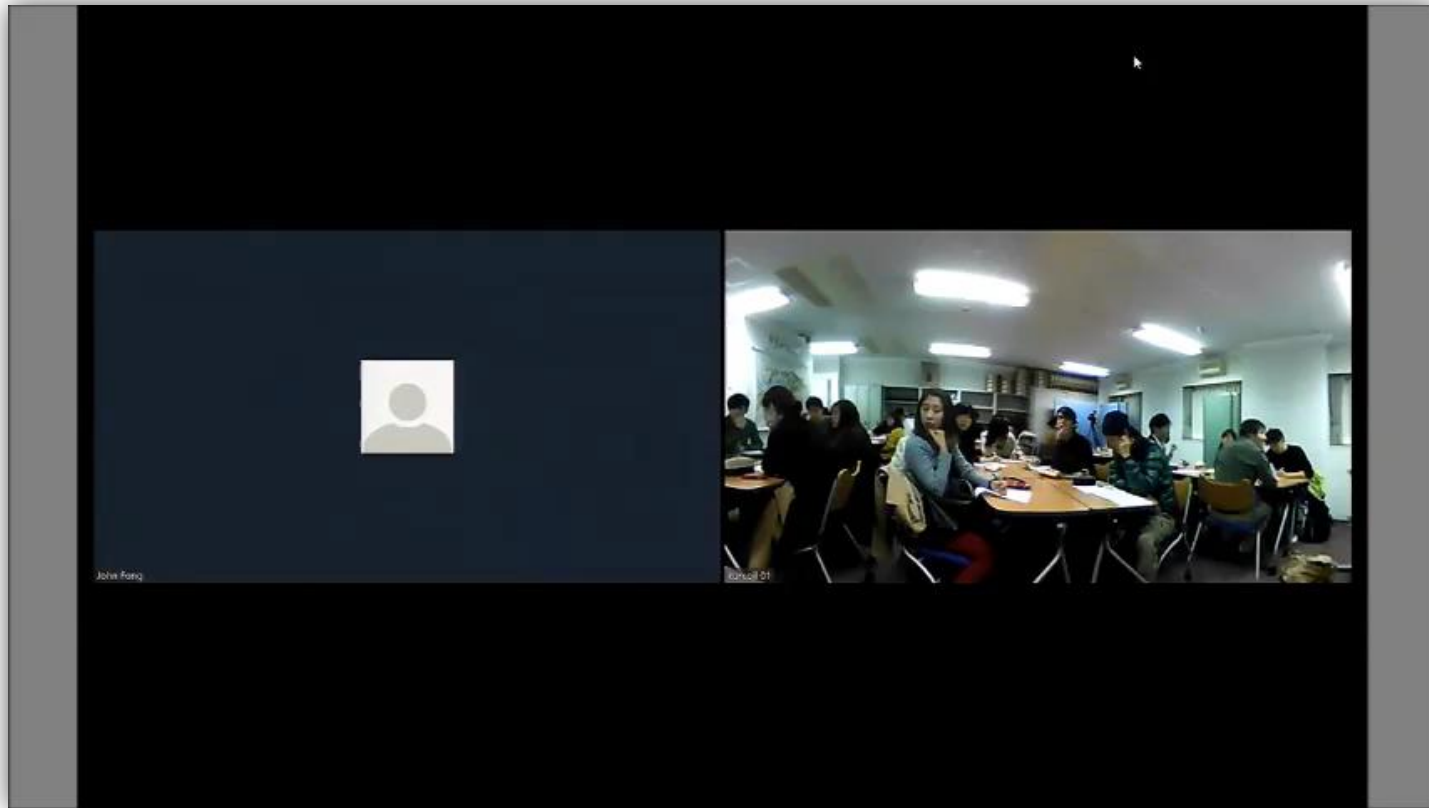
What does it look like?





# Self introduction using synchronous tool (Zoom)

Live communication using Zoom with Prof. Fong from The Emirates Academy of Hospitality Management







# KU-COIL Courses Examples

Academic Year 2016-2017  
Spring Semester (April ~ July)

Course Name	International Partner Institution	Country
Cross-cultural Competence	University of Al Azhar Indonesia	Indonesia
Cross-cultural Competence	Tianjin Normal University	China
Cross-cultural Competence	Universiti of Malaysia Pahang	Malaysia
Triangle Course	Cheng-Shiu University & Panyapiwat Institute of Management	Taiwan & Thailand
ASEAN Studies	International Islamic University Malaysia	Malaysia
ICT	Universiti of Malaysia Pahang	Malaysia
Critical Thinking for Social and Global Issues	Universiti of Malaysia Pahang	Malaysia
Japanese Philosophy and Thoughts	University of Monterrey	Mexico
Global Sociology	Universiti of Malaysia Pahang	Malaysia

# KU-COIL Courses Examples

Academic Year 2016-2017  
Fall Semester (September ~ December)

Course Name	International Partner Institution	Country
Academic Discussions and Debates	Tianjin Normal University	China
KUGF Independent Study (English Skills)	Universiti of Malaysia Pahang	Malaysia
Cross-cultural Competence	SUNY (TBD)	US
TOEFL Score Up	University of Monterrey	Mexico
Japanese Teacher Training	Sao Paulo State University (UNESP)	Brazil
ASEAN Studies	International Islamic University Malaysia	Malaysia
Food Production and Supply in Global Societies	University of Dar es Salaam	Tanzania
Japanese Science and Technology	Universiti of Malaysia Pahang	Malaysia
Japanese Culture (Modern Culture and Post-war History)	TBD	TBD

# KU-COIL Design

KU-COIL, COIL by Kansai University, is offered in 3 different formats as follow:

## 1) Pre KU-COIL “One Time Virtual Exchange”

Student to student virtual exchange COIL class. Offered for about 1 week or may encompass a few virtual meetings by students only. **A TASTE**

## 2) KU-COIL Standard

Standard COIL class. Offered 4~6 weeks incorporating COIL in the classroom.

## 3) KU-COIL Extended

Extended COIL class. COIL is incorporated in the classroom for the whole semester, designed and offered by both overseas and KU as a new class. or integrate its practice with Study Abroad Mobility. **APPLIED**

# Has it been worth it?

## You Bet.

International Partners ----- At least **5 new institutions partnered** up with KU because we COIL since 2014.  
✂at least 3 more are coming along now.

International Mobility ----- At least **3 student mobility (study abroad) programs**  
✂new COIL development for KU

Internationalization at Home ----- At least **2 international initiatives**  
1. Office of International Education Support  
2. KU-COIL Support Team



# TRIPLE I

トリプル・アイ  
構想

## Stretching the Talent Pool

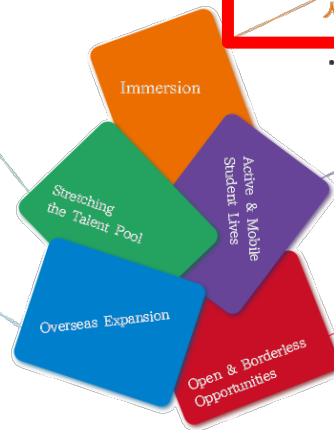
### 優秀な人材の獲得・育成・輩出

- 18年一貫グローバル人材育成
- Honors Program
- Double Degree
- Joint Degree

## Overseas Expansion

### 海外展開による現地との交流促進

- 海外サテライトの創設・拡充



## Immersion

### 人・環境・言語のイマージョン

- イマージョン空間の創出

## Active & Mobile Student Lives

### 世界を舞台に活躍する学生

- イマージョン海外体験
- 交換・派遣留学プログラム
- 国内外インターンシップ

## Open & Borderless Opportunities

### オープンでボーダレスな受け入れ体制

- 大学院「国際コース」
- 外国語(英語)による授業科目・コースの拡充
- 多種多様な学生を国内外から獲得
- 現地入試・海外指定校
- 渡日前受検

## 人・環境・言語のイマージョン

Immersion

## 外国語教育(英語)の大改革

高校までの「英語を学ぶ」から「英語で学ぶ」のテーマについて、また、学生に専門科目

**Shifting from learning English to learning in English: 1) increase of more outbound programs overseas, 2) make use of ICT and promote KU-COIL, 3) establish more CLIL-based English Mediated Instruction curriculum.**

## イマージョン空間の創出

多様な留学生をキャンパスに迎え、在学中には3,500人を想定し、国際化交流も盛り込み、日

**Aiming for 5000 international students on campus in ten years. We create intercultural context on campus and its curriculum, including KU-COIL practice. Our goal is to create the intercultural immersion atmosphere.**

# Symposium and workshop in Dec 2014



Workshop Dec. 7<sup>th</sup>



Symposium Dec. 8<sup>th</sup>



●テクノロジーを活用し、国境を越えたコミュニケーション力を

## COIL 国際シンポジウム & ワークショップを開催



KUを以て、バーチャルに海外の教育機関のクラスと交換学習を行う最先端の教授法、COIL (Collaborative Online International Learning/オンライン国際連携学習)。この度、関西大学はそのグローバルリーダーであるニューヨーク州立大学COILセンター

と提携し、日本の大学として初めて正式にCOILグローバルパートナーネットワークに加盟した。

これにより、関西大学は2014年春季学期から「KU-COIL」をスタート。最新のテクノロジーを生かして世界中の大学で開講しているクラスと連携することで、学生達は日本に在りながら日々の授業の一環として遠隔国際交流を行うことが可能となったほか、SNSやスカイプ等を利用して各国の学生達とグループワークやディスカッションを行い、実践的コミュニケーションスキルや国際感覚を磨くことができる。

2014年12月6・7日には、千里山キャンパスで国際シンポジウムとワークショップも開催。基調講演では、ニューヨーク州立大学COILセンターのDr.Jon Rubin所長が基調講演の立て方、指導方法、学生活動の評価方法など、実践で役立つノウハウについて語った。今後、COILは学生一人ひとりが将来グローバル社会で活躍していくための大きな武器となり、関西大学はアジアのハブ大学として期待が寄せられる。



▲千里山キャンパスで開催されたシンポジウムの様子



ニューヨーク州立大学COILセンター所長  
Dr. Jon Rubin氏

文部科学省国際化推進部門  
国際化推進官

## 「KU-COIL ワークショップ・シンポジウム2015」を開催しました。

12月4日・5日、関西大学千里山キャンパスにて「KU-COIL ワークショップ・シンポジウム2015」を開催しました。

台湾、マレーシア、メキシコ、ブラジル、ドバイなどの海外パートナー大学をはじめ、国内の大学からも多数の教育関係者に参加いただきました。

Kansai University hosted KU-COIL Workshop & Conference on December 4th- 5th, 2015, at the Senriyama campus. KU-COIL overseas partner universities from Taiwan, Malaysia, Mexico, Brazil, Dubai, and universities in Japan attended the event.



Workshop Dec. 4<sup>th</sup>



Symposium Dec. 5<sup>th</sup>

## Symposium and workshop in Dec 2015



We also TRAIN our ASIAN COIL-POTENTIAL partners who are new to COILing.



2016.01.25 University of Malaysia Pahang



Partnership building and Infrastructure check at the major KU-COIL partner institutions (Wifi availability, student access, etc.)

2016. 01.26 International Islamic University, Malaysia



## Workshop at UNESP(Paulista State University of San Paulo), Brazil April 2016



# KU-COIL Network Expanding in Asia (East Asia, South Asia) and Middle East and Africa

## KU-COIL Network



International Islamic  
University Malaysia



SUNY Ulster



Cheng Shiu University



Solbridge International School  
of Business



Kansai University



SUNY Oswego



Glasgow Caledonian  
University



University of Monterrey



Monterrey Institute of  
Technology

International Institutions that  
Kansai University had COIL  
course together.





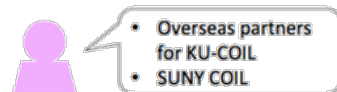
COILでコースの質を高めたいが、まだ特定の海外パートナーがない場合。

You would like to try enhancing your course with COIL but you don't have any particular overseas partner yet.



COILサポートチームは、クラスで実施したいCOILの「いつ・誰と・何を」を明確にするお手伝いをします。

COIL support team will sit down with you to identify WHEN, WITH WHOM, WHAT you want to do COIL in your class.



KU-COILコーディネーターは、海外大学のCOILパートナーを見つけるお手伝いをします。

KU-COIL coordinator will find a matching COIL partner for your class.

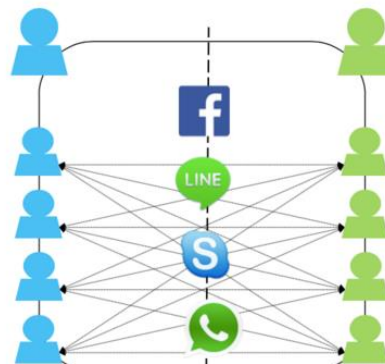


COILサポートチームは、可能性のある海外パートナーとの紹介橋となり、COILコースの計画をサポートします。

COIL support team will connect you with a potential overseas partner and assist you and your partner with planning and designing your COIL course.

COIL スタート!

COIL start!



## What DOES KU-SUPPORT TEAM DO?

COILでコースの質を高めたいが、まだ特定の海外パートナーがない場合。

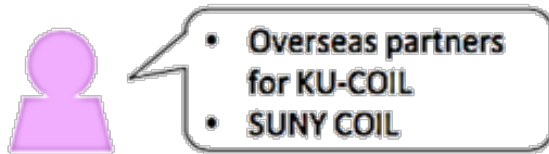
You would like to try enhancing your course with COIL but you don't have any particular overseas partner yet.



Promoting/Spreading Ideas of “COIL”  
Talking to each faculty one by one – bottom up “Buy in”

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Finding an overseas Partner on their behalves  
Training the yet unprepared overseas partner for COILing



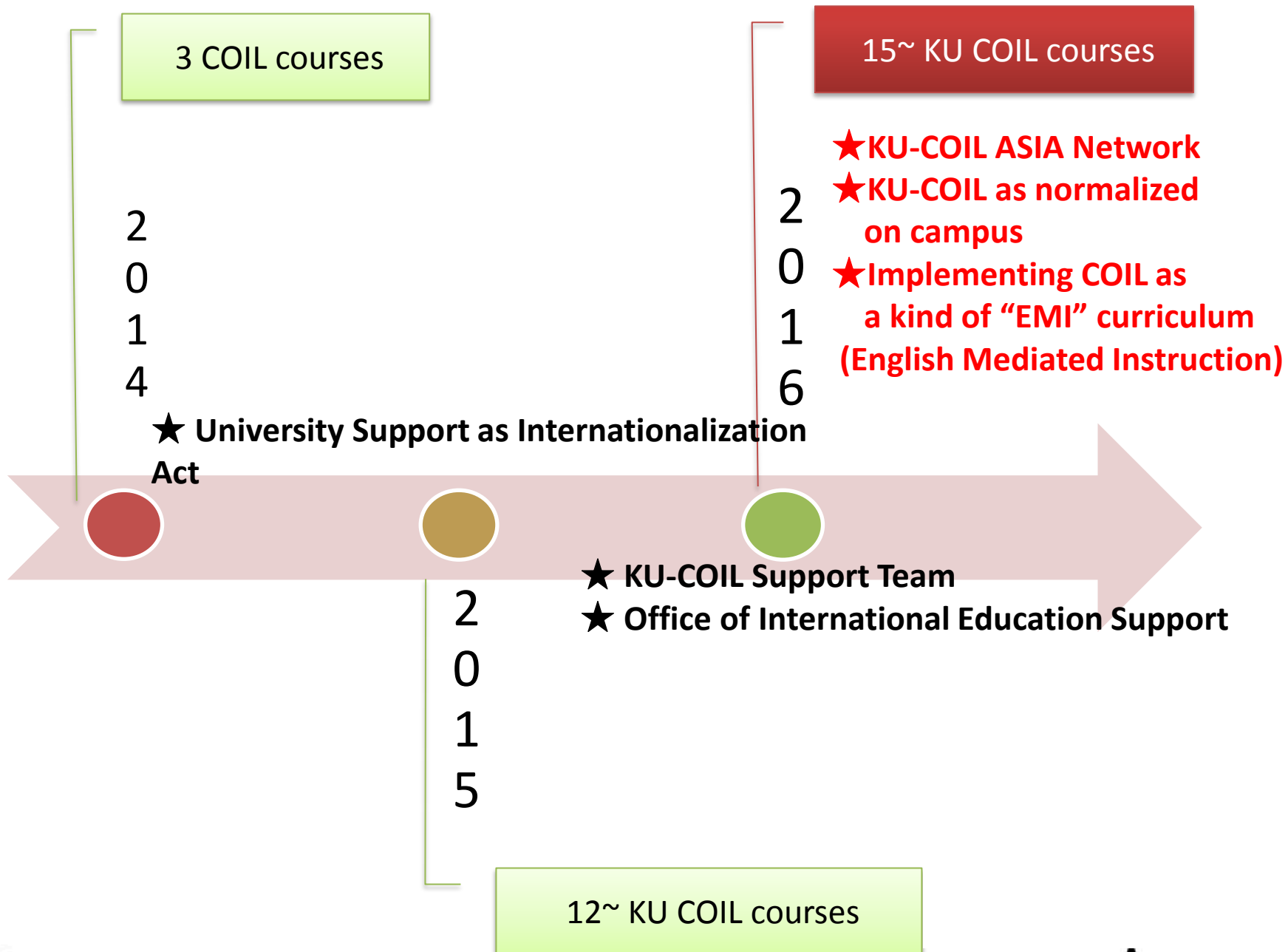
COIL サポートチームは、可能性のある海外パートナーとの懸け橋となり、COILコースの計画をサポートします。

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Participating into the Zoom/Skype Web Conference with the faculties

Suggesting what can be done in their limited time available for COILing in the pre-existing classes

Sharing the faculty's new action (COILing) with his/her affiliated department/  
university administration ←PROMOTING RECOGNITION





**Thank you!**

**We seek Partners for COLing– Contact us!**



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# **COIL Institutional Leadership Milestones**

# Faculty Support System: Professional Development

1	2	3	4
<p>“COIL experts” are invited as guests and co-promoters to introduce COIL to potential faculty participants and staff. COIL course examples and best practices from other institutions are shared at a workshop on campus, open to all faculty and staff.</p>	<p>The institution budgets for and implements an institution or school-wide COIL symposium which includes a workshop facilitated by invited guests.</p> <p>The COIL coordinator and/or campus learning technologies staff provide a workshop which illustrates examples and good practices of COIL courses carried out at their own institution.</p>	<p>The institution provides regular professional development opportunities with online components 2-3 times annually.</p> <p>Faculty participants are incentivized to consult with the COIL coordinator and staff to develop their COIL course design with their partners.</p> <p>Funding is allocated to send COIL practitioners to professional conferences.</p>	<p>A significant number of teachers and staff in each department participates in COIL workshops as a part of their overall commitment to university internationalization.</p> <p>Communities of practice and other resources and archives are developed to create a COIL institutional history and landing pad for new participants.</p>

**The institution provides professional development to faculty and staff designing and supporting COIL courses, including course development workshops and funding for attending conferences.**

# COIL Professional Development Programs

- COIL Orientations (prior to partnering): 5 Weeks online
- COIL Academies (after partnering): 6 – 8 Weeks online
- COIL Training Workshops  
(face to face and usually after partnering): 2+ Days



## INTERNATIONAL PROGRAMS ENGAGEMENT (WHATEVER UNIT LEADS CAMPUS INTERNATIONALIZATION EFFORTS)

1	2	3	4
<p>The SIO conceptualizes how COIL will be integrated into other internationalization activities.</p> <p>Existing international partners are invited to learn about COIL and identify faculty interested in co-teaching.</p>	<p>1-2 international partnerships are established for COIL practices to be maintained and repeated.</p> <p>A staff member in the international office (or similar sector of the university) is assigned to work with COIL administrators to promote COIL on a regular basis.</p> <p>New international partnerships are generated from COIL promotion activity.</p>	<p>A strategic approach is developed to seeking international partners for COIL practices, with specific regions or types of institutions as the focus.</p> <p>3-4 international partner institutions are willing and eager to continue providing courses for COIL practices, which may begin to generate mobility opportunities.</p>	<p>COIL administrators and the International Office collaboratively promote and maintain overseas COIL partners. Promotion to engage in COIL practice is applied as one of the first steps to establishing bilateral international partnerships.</p>

**International Programs staff actively reach out to the institution's international partners to establish COIL teaching partnerships and seek strategies to link COIL courses to student/faculty international mobility activities.**



# Kansai University's Case

At Kansai University, there are approximately 6-7 institutional partners overseas for COIL-based courses each semester.

The majority of them already have a university level partnership with KU. Having **the COIL coordinator** at KU playing **a double role as the SIO**, newly engaged COIL collaborating institutions overseas will be also considered as potential institutional partners.

As of 2016, KU has built at least **5 new cases of university-level international partnerships** (basic/student exchange agreement Memorandum of Understanding (MOU) as well as a letter of intent to work on a COIL partnership) using this approach.

# Faculty Support System: Staffing

1	2	3	4
An engaged staff or faculty member puts themselves forward to lead early efforts to pilot COIL on campus	Senior administration identifies a staff or faculty member to act as COIL Coordinator and provides limited release time for them	25% of an professional staff or faculty member's portfolio is dedicated to COIL coordination	At least 50% of a professional staff or faculty member's portfolio is dedicated to managing COIL initiatives. A full-time COIL manager should be the goal.

**The institution has appointed a COIL Coordinator with at least 50% of their time assigned to managing COIL initiatives.**



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**In Groups of 3-4, take 15-20 minutes:**

Pick 1 or 2 of the leadership milestones that have been broken out into steps.

Do you see these steps as a viable pathway for *your* institution?

Would you develop these practices differently?



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# Individual Reflection

Identify three criteria from the Leadership Milestones list that you would like to make progress on within the next year.

Create specific action steps for your institution.



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**What is your most important action step?**

**What question(s) do you have?**

**Evaluations**