An answer to the internationalization challenge for business schools is institutional networks’ support:

Lessons learned from CLADEA COIL

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The context: What is CLADEA?

• Cladea: Latin American Council of Management Schools
  • Network of 240+ business schools in 27 countries committed to the teaching and research of management

• Cladea’s Goal and mission:
  • To improve management teaching as well as promoting research on it.
  • Support of and service to their membership

• One of the challenges: Supporting internationalization
  • Traditional internationalization measures can be prohibitively costly for Latin American institutions and students.
Conceptualization of Internationalization

Maringe and Gibbs (2009) identified these concepts:

- Incorporating an international dimension into teaching and research,
- Raising the status and international standing of the institution,
- Improving the quality of educational provision and experience of students,
- Achieving international standards.
Framework of National Policies to Support Internationalization

In terms of their

- Openness
- Quality assurance framework and overseas degree recognition
- Equitable access
- Sustainable development

Criteria
1. Fully met
0.5 Partially met
0. Not fulfilled

Source: 2019 British Council
RQ

How can Cladea support its members to compete with the older players in higher education? Facilitating international partnerships through e-collaboration seems to be the path to developing internationalization and knowledge transfer (KT).
Identification of best practices

• Success of other networks’ initiatives (e.g., GPE’s Global Understanding program led by ECU)

• Literature review: Internationalization via at-home and distance learning (e.g., GPE Journal)

• Dissertation research: Information Systems and the “Link Class” methodology (Olivos Rossini, 2016)
  • CLADEA Groups (affinity groups), Deans Virtual Discussions: Agreement to launch CLADEA COIL
  • Methodology: An exchange of guest lectures to one another’s classes via videoconferencing platform.
CLADEA Internationalization Exploratory Study, 2016 & 2018
Population considered: CLADEA Internationalization Network

Indicate according importance the topics you would like to discuss in this new network

1. Collaboration for international research
2. Out-of-School Mobility Options for faculty and Staff
3. Internationalization models on campus
4. Marketing and recruitment of international students
5. Offer of academic programs
6. Preparation of students for internships and international jobs
7. Preparation of students to participate in international study programs
8. Services to International University Students (models)
9. Types of agreements
10. Management of development projects
11. Short-term languages programs for international students
12. Foreign language teaching as part of the curriculum
13. Strategies for organizing a International Office - (Organization, Procedures)
14. Marketing in the International Office

Source: Cladea.
Prepared by the authors.
Definitions and Clarifications

• COIL, Collaborative Online International Learning, “is an innovative format of curricular internationalization emerging during a period of intense technological and political change” (Rubin, 2017).

• An innovative, engaging global learning experience.

• May be totally virtual or (more commonly) blended experiences with both traditional face-to-face sessions and student online collaboration.
CLADEA COIL: The “Link Class” Program

- COIL enables CLADEA to offer professors an international experience without stretching their budgets.

- First program launched: The “Link Class” Program
  - Short international interactions (one session)
  - Easy to implement, easy to explain
  - Effective way to internationalize students and teachers
  - Helps professors develop skills, learn from peers abroad
Exploratory Model to Support Internationalization

Challenges of Internationalization in business schools (Context)

ICT Support

Institutional Network Support (Cladea)

Academic International Collaboration Pursuing mutual interest

Benefits:
✓ Equal Partnership
✓ Motivation and Empowerment
✓ Engagement and Commitment
✓ A Different Approach to Learning
✓ Joint Research and Teaching

Source: The authors.
The “Link Class” Program: Incentives for Participation

• Generates the **match** (overseas partner, topics of interest, other factors to consider)

• Provides **practical training**: Zoom, virtual class methodology

• **Hosts** the interaction (Zoom link, introductions)

• **Free** for CLADEA member institutions

• **Free** CLADEA COIL **certificate** (pilot program)

• Small fee for the CLADEA COIL **SmartCertificate** (regular program in 2020)
"Link Class" Program Pilot Process

- CLADEA COIL provides both technological/methodological training (if needed) and the videoconference link for the Link Class.

- CLADEA COIL puts the two professors in contact once a date and time are agreed upon.

- CLADEA COIL seeks to match partners, taking into account class topic, language, level, time and country (to ensure a diverse match).

- CLADEA COIL orients the professors before the start of the Link Class and introduces the session.

- After the Link Class, both professors fill out the satisfaction survey.*

- At the end of the semester, all participating professors receive a certificate from CLADEA COIL.

*In the pilot stage, professor and student feedback is especially crucial to ensure necessary program modifications.
The “Link Class” Pilot: The Participants

• 15 undergraduate Link Classes, 1 professorial training Link Class
• Countries: Ecuador, Colombia, Mexico and Peru
• 11 universities
• 27 professors, 353 students served
• Diverse, relevant topics:

![Pie chart showing the distribution of Link Class participants by topic: Leadership/Administration, Marketing, Finance, Supply Chain.]
The “Link Class” Pilot: Challenges Faced

- Lack of communication from those who signed up
- Over/underrepresentation of certain countries and universities
- Varying levels of technological skill
- Bandwidth/Internet signal
- Professors who conducted classes irregularly
- Time change (DST)
- Last-minute cancellations
The “Link Class” Pilot: Feedback Gathered

• **Overwhelmingly positive** feedback
• Regarding students:
  • 95% “My students greatly benefited.”
  • 87% “My students enjoyed.”
• Regarding themselves:
  • 93% “Many professional benefits”
  • 90% “Many collaborative benefits”
  • 87% “Many internationalization benefits” (2 Colombia-Colombia links)
  • 97% “Would do it again.”
Lessons Learned

- Partnerships based on mutual interest are effective.
- Long-term impact
- Recommendation to hold shorter sessions (1-1.5 hrs.)
- More technological training
- Option for communication via WhatsApp
- Requirements regarding formality:
  - The presenting professor must present from his/her office.
  - The receiving professor must have the students present in the classroom.
- Punctuality requirements:
  - Check Internet 20 minutes prior
  - Check videoconference link 15 minutes prior
- Signing of Terms and Conditions before participation
- Emphasis on certain market segments
  - Trendy topics: Entrepreneurship, Management & Leadership, International Business
  - Graduate level
  - Diverse nations
Regular “Link Class” Program Process

Professors fill out the inscription form, indicating the sessions they wish to teach and to receive.

CLADEA COIL seeks to match partners, taking into account class topic, language, level, time and country (to ensure a diverse match).

Once a date and time are agreed upon, partners digitally sign the Terms & Conditions of the Program.

CLADEA COIL provides the videoconference link for the Link Class.

CLADEA COIL strongly encourages participation in technological and methodological training.

CLADEA COIL puts the two professors in contact once both have signed the Terms & Conditions.

CLADEA COIL orients the professors before the start of the Link Class and introduces the session.

After the Link Class, both professors and the students fill out the satisfaction survey.

Immediately following the Link Class, professors can pay a small fee to receive a SmartCertificate and (with prior notification) a recording of the session.

Regular “Link Class” Program: January 2020-present

Inscription: 40+ professors
22 universities in 10 countries on 3 continents
Link Classes at both the undergraduate and graduate level
References:


