



Executive Summary

4A Framework for High-Impact Global Education

Introduction

Over the past few years, as higher education institutions have wrestled with enrollment pressures, political scrutiny, and an evolving workforce landscape, a persistent question for international education has been: What role should global education play in the success of today's students and institutions?

At DA Global Access Network (DA Global), we've asked that question to our members, partners, and the broader field—and the answer has never felt clearer. If global education is to remain a valuable part of the higher education ecosystem, it's essential that it's clearly connected to student and institutional success. It must help students achieve their academic goals, launch meaningful careers, and engage the world with purpose. And institutions must be able to demonstrate that value—not just talk about it.

That's what led to the development of DA Global's 4A Framework.

What began as an internal tool to ground our own work—across consulting, professional development, and student learning and support — quickly evolved in scope. As we engaged with colleges & universities, educational providers, and stakeholders, it became clear: the field of international education needed a shared structure to advance impact. Something strategic but flexible. Aspirational but practical. A way to move from ideas to alignment to measurable change.



The 4A Framework is DA Global's contribution to that effort. It's a tool we developed not only to guide our own work, but to support institutions and organizations across the field. Whether you're reimagining outbound mobility, building support systems for international students, or aligning global education with career readiness—this model offers a shared foundation for meaningful, measurable progress.

We're proud to offer this framework to our members and the field as a whole. Because for global education not just to exist but to thrive in this moment and beyond, our work must continue to evolve to ensure it has a real impact on the aspirations of students, institutions, and in our society as a whole. The 4A Framework is one way we help make that happen—together.

Andrew J. Gordon
Founder & CEO
DA Global Access Network

Acknowledgments

The development of the 4A Framework was strengthened by the thoughtful insights and contributions of several members of the DA Global Impact Council. Special thanks to Kara Goodwin, Tia McNair, Kalpen T. Trivedi, and Brian Whalen and other colleagues whose feedback helped ensure this tool reflects the diversity of institutions and organizations across the field. Their guidance was essential in shaping a framework that is both strategic and adaptable, and firmly aligned with the student success priorities of today's global higher education landscape.

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The **4A Framework** (Awareness, Assessment, Action, Accountability) is DA Global's strategic model for integrating global education into institutional priorities. It provides a clear, practical structure for aligning global engagement with student achievement, career readiness, and organizational impact.

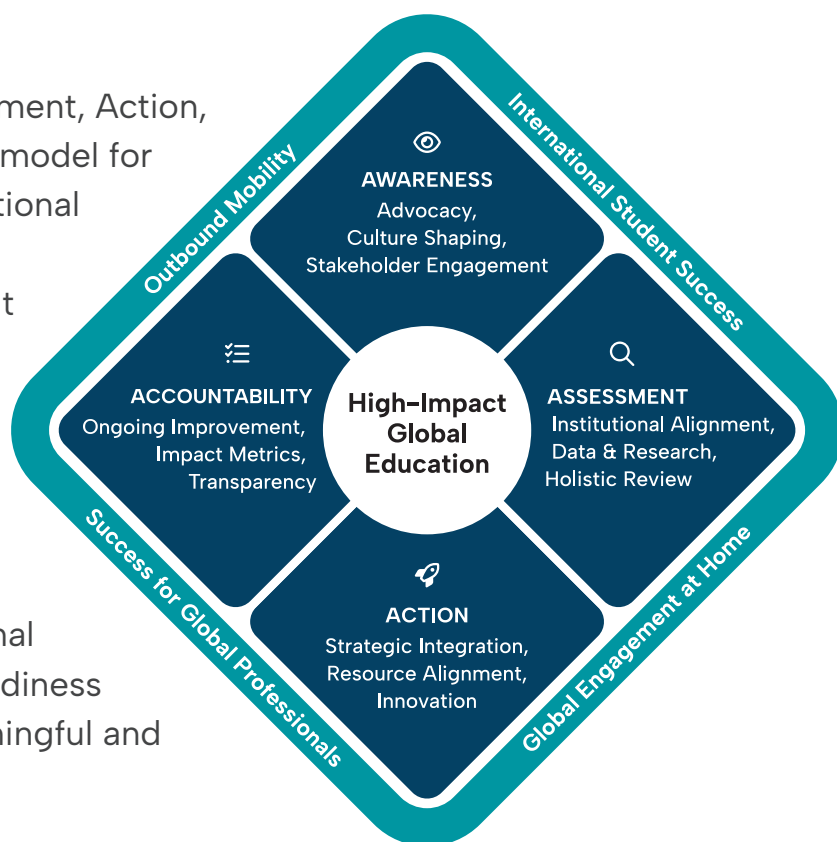
Why It Matters:

- Elevates global education from enrichment to strategic necessity
- Aligns global education with institutional goals, success metrics, and career readiness
- Offers a replicable cycle to drive meaningful and measurable change

The Four Pillars:

- **Awareness** – Build internal buy-in by positioning global education as a driver of student achievement, career readiness, and institutional success
- **Assessment** – Identify gaps and barriers through program reviews, policy analysis, and participation data
- **Action** – Strategically embed global engagement across academics, advising, career pathways, and institutional initiatives
- **Accountability** – Measure, refine, and communicate outcomes to drive continuous improvement and demonstrate impact

Conclusion: DA Global's 4A Framework is a strategic tool to align global education with student success and institutional impact. It offers a clear structure to move from ideas to outcomes, while helping institutions ensure their investment in global engagement delivers measurable value in today's changing higher education landscape.



Ready to activate the 4A Framework at your institution?

Connect with us at members@daglobal.org or visit daglobal.org/consulting.