

# The importance of international dimension in HEI: how to develop a strategic plan

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# Why internationalisation?

Do we need to be international?



Tool against xenophobia & populism

International standards

International branding

Political

Profiling

Knowledge production

Economic

Strategic alliance

Income generation

Peer benchmarking

Quality enhancement

Student and staff development

Academic cultural

Internationalization of HE is the intentional process of integrating an international, intercultural or global dimension into purpose, functions and delivery of post secondary education, in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society. Jane Knight (2015)

Internationalisation is a means implement strategic goals and priorities.



# Internationalisation what is it?



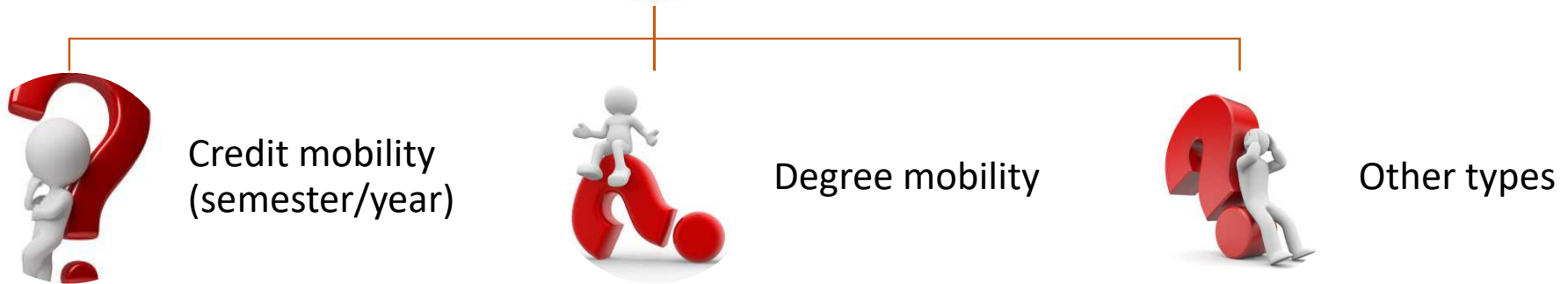
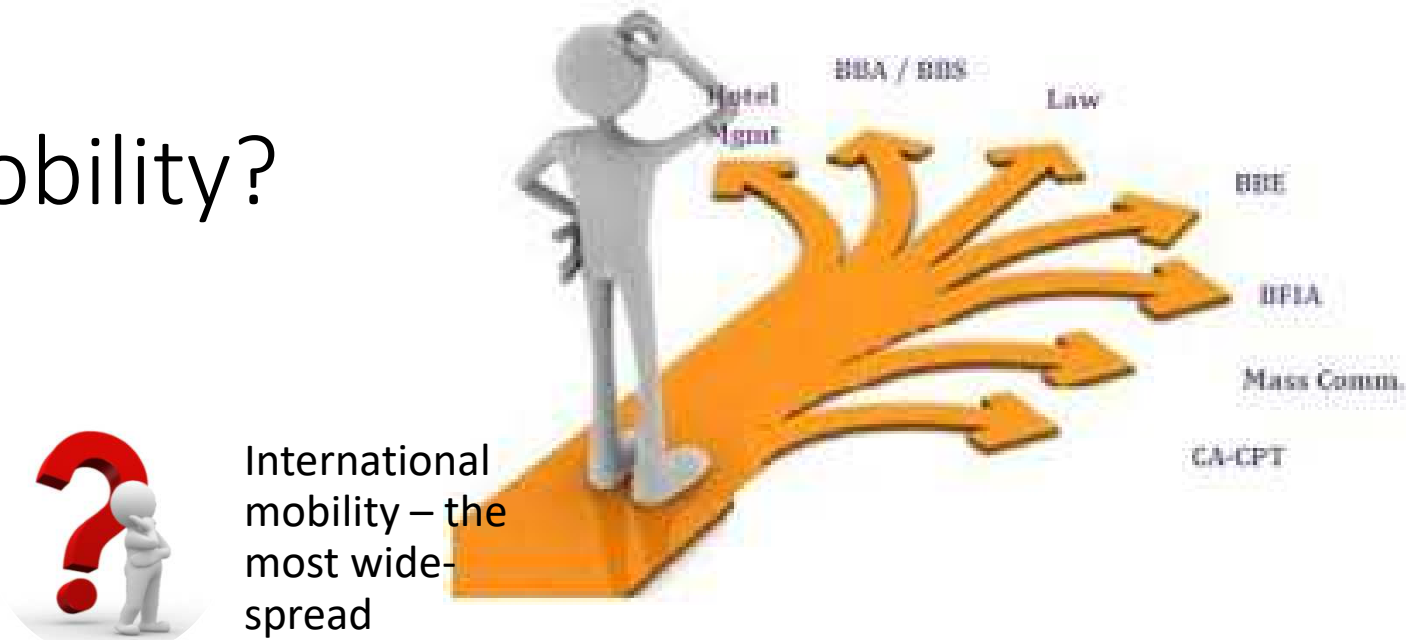
30 years ago – mainly student mobility, now the concept much wider

Internationalisation means different things to different people!

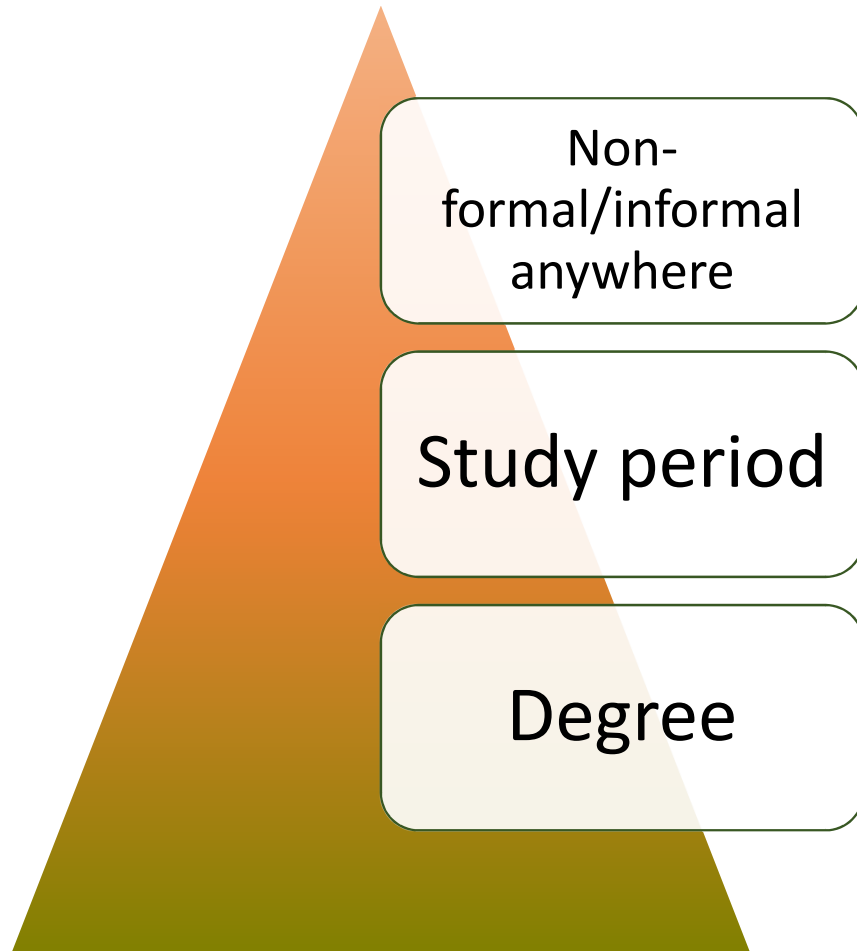
Do we know what we want to do and what to reach in the international sphere?

What does internationalization mean for your institution?

# International mobility?



# Recognition as related to mobility?



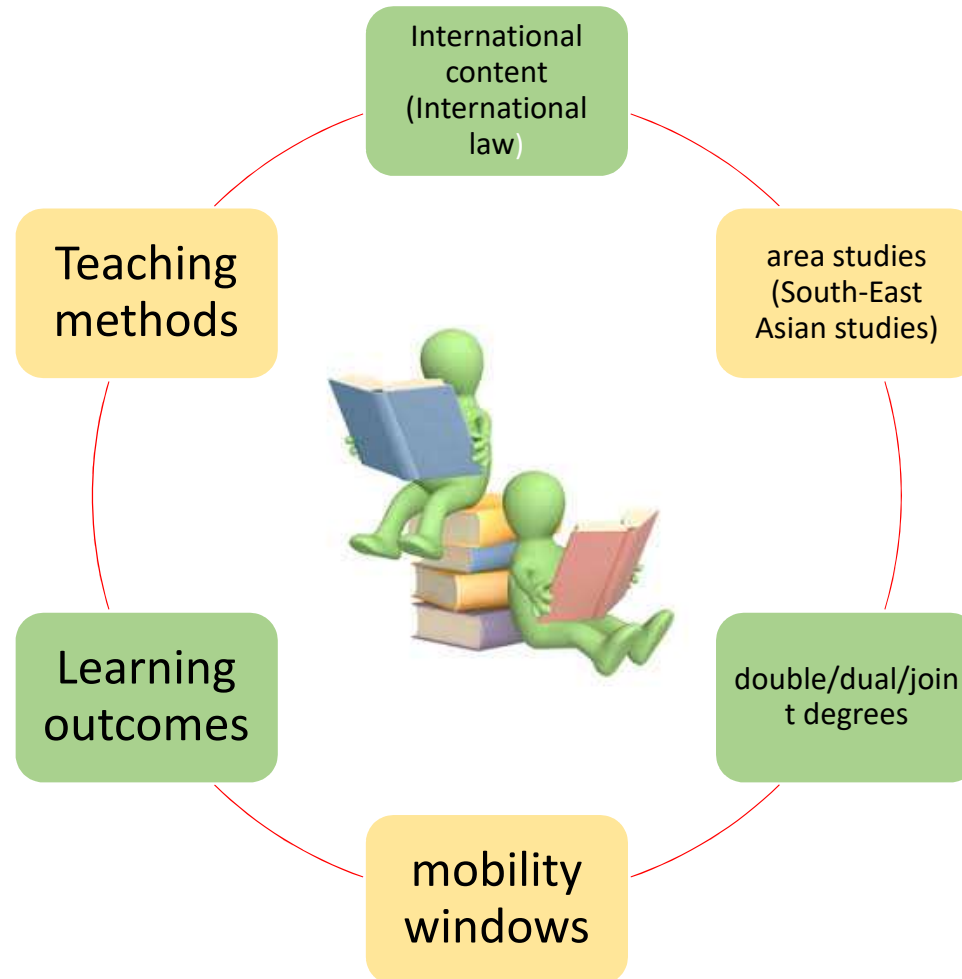
In Europe:

All credits gained during the period of study abroad or during the virtual mobility – as agreed in the Learning Agreement and confirmed by the Transcript of Records – should be transferred without delay and counted towards the student's degree without the additional work by or assessment of the student.

# Internationalisation of curricula?

“Internationalisation at home” segment.

Plenty of elements and more appearing



## Language of instruction and multilingualism?

Foreign language provision to home students

Home language provision for foreigners



## Services for international students and staff?

Academic counselling, intercultural support

Administrative help in dealing with documents and university rules, accommodation, health care, safety



## Institutional networks?

Strategic partnerships, multi-faceted networks

Associations



## Marketing and recruitment?

National level? Regional level? What regions?

Globally? What are the numbers of intake per country? How widely marketing spreads? Can we support the wide approach moneywise? How? Physical participation in fairs? Online marketing platforms? Agents?



## Transnational education (mobility of institutions)?

Such forms as branch campus abroad, franchising, collaborative provisions?

Online and distance education? MOOCs (massive open online courses)? Open education resources?



## International rankings? Do they tell much about study?

What rankings?

How high?

# Internationalisation coming into focus



Organisational strategies have to Ensure that **programme strategies** are supported on the institutional level:

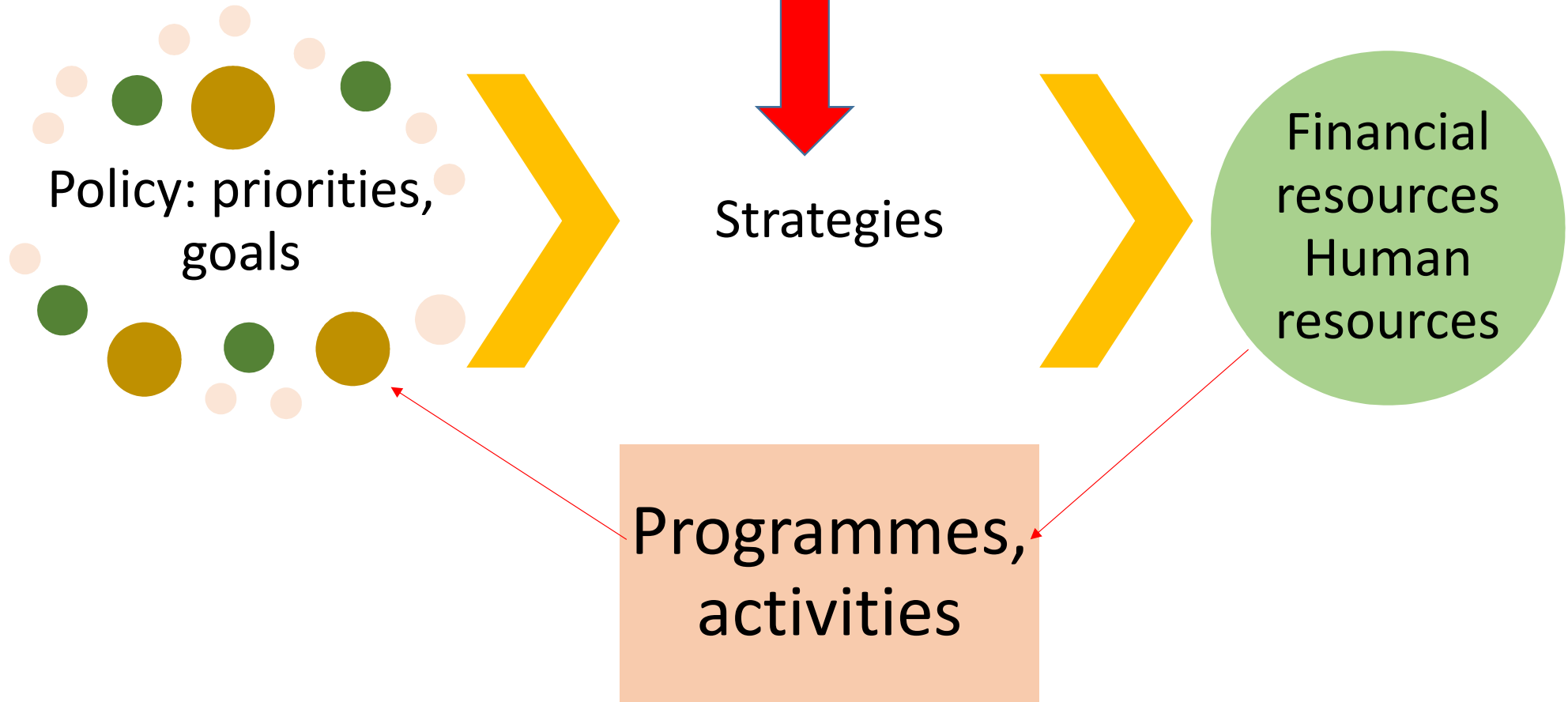
- Support of the authorities
- Commitment of staff
- Responsible people and adequate staffing
- Adequate tools (Data bases IT support)
- Adequate financial support
- Incentive system for the staff
- Internal communication

# Process of internationalisation

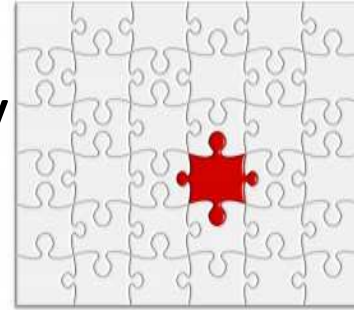
YOU ARE HERE!



Strategies



# We know this! The main elements of any (internationalization) strategy!



Vision: where we aim to be in the future?

Mission: why we are here? what is our strength and value to society?

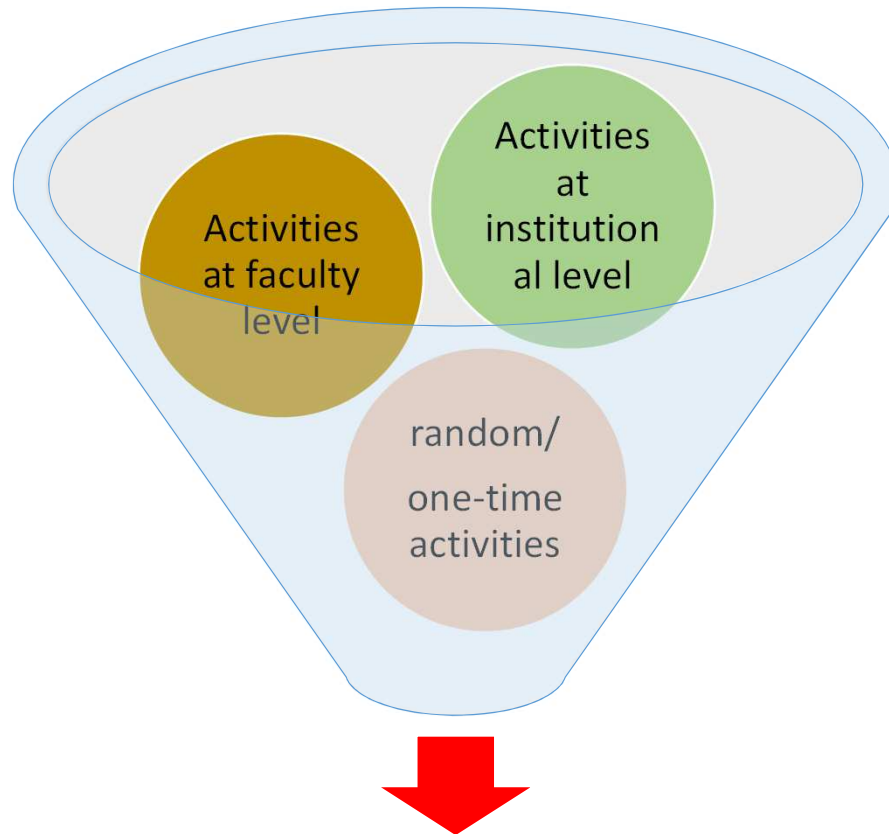
Values: what we adhere to in our mission? Inclusive policy/tolerance/student oriented

SWOT and/or state of affairs report

Goals: realistic and achievable

Work plan: SMART –specific, measurable, accurate, realistic, time-bound

# Stage I: stock taking



This is the basis to the state of affairs report as well as SWOT

Also look at:

1. International dimension in studies (content of the study programme, learning outcomes, structure and teaching methods allow reaching international and intercultural results of studies)
2. International competences of graduates (ability to work in international environment, knowledge of different cultures)
3. Knowledge of languages & language policy
4. Employability of the graduates
5. International staff (including visiting)
6. International experts in different areas

# Stage II: Decision taking or “gap” report

A working group

Representatives of all faculties, leaders of the institution who can take decision, international relations office, student representatives.  
External advisors???

Compare what is already done within internationalization

If available use the data and suggestions gathered through the questionnaires or focus groups

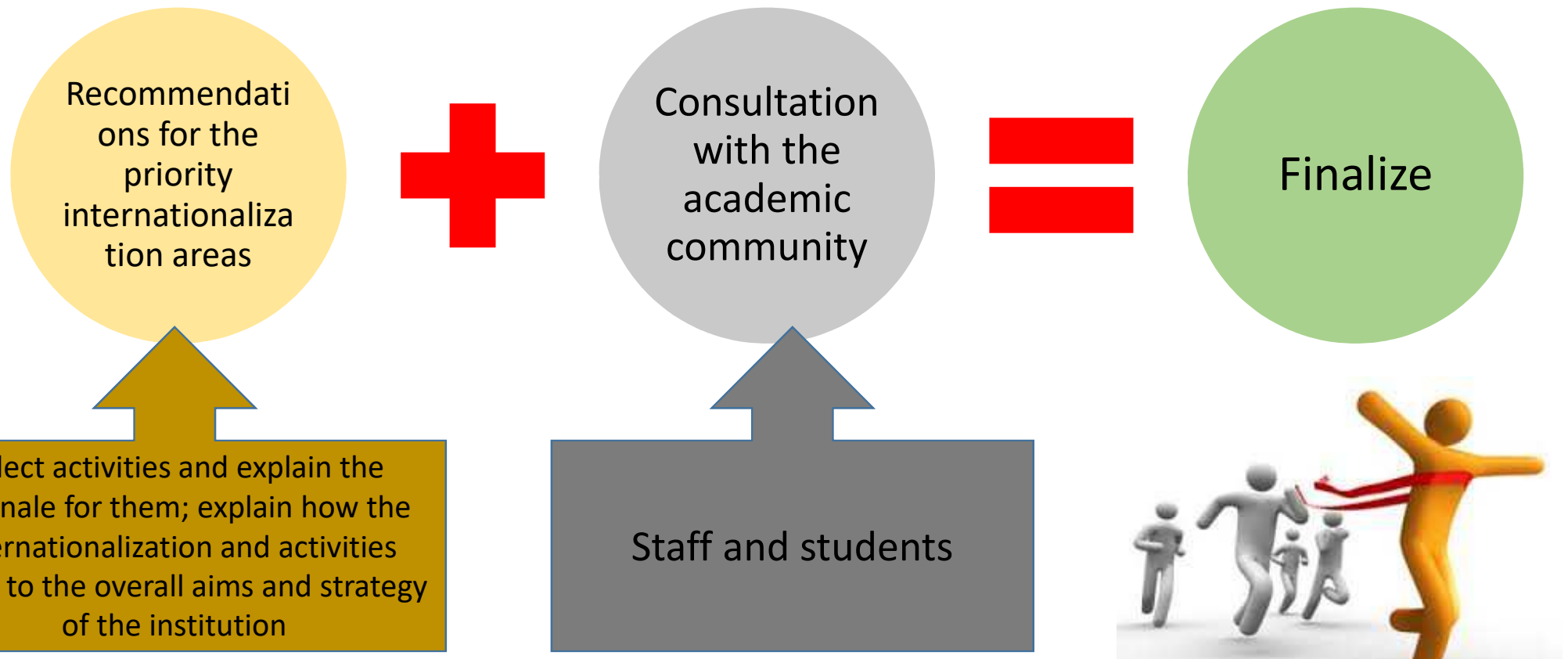
Use SWOT

Identify “gaps”, set the goals

Decide whether the gaps should be filled (is it realistic to fill them) in your particular situation (e.g. transnational education, branch campus, franchising);  
Set geographical or area priorities



# Stage III: drafting and consultation



## Stage IV: Check list for the action plan

### State:

The planned activities

who does what and takes responsibility; who writes annual report

quantitative and qualitative indicators for the year; mid-term targets for longer periods

Financial resources

Deadlines for the activities

Strategy needs to be reviewed every 3-4 years to be relevant

Will help to decide which data institution needs to collect



# Basic thing to remember: Sometimes less is more!

Ensure that the strategy complies with general aims of the institution

Ensure that the strategy complies with financial needs of the staff

Better to embed internationalization in the institutional vision and mission

Whatever, the strategy must state why the institution wants to internationalise itself

Take realistic decision in which type of activities the institution wants to engage



Thank you  
for your  
attention!