TOOLKIT- DESIGNING AND MANAGING INTERNATIONAL RELATIONS, EDUCATIONAL PROJECT AND MOBILITY SCHEMES IN ASIAN UNIVERSITIES

Internation Cascade Training International Strategy

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27th August, 2021 (Friday)

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Aim

To support the Asian University in developing or updating their international relations strategies in order to better reflect modern HE Asian Challenges, needs and strategies

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Toolkit

YEZIN AGRICULTURAL UNIVERSITY

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 Knigth (2015)

Internationalisation is a means implement strategic goals and priorities.

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Toolkit

ALMA MA
UNIVERS

TOOLKIT WP2 Training International Relation Strategies: the case of UNIBO

Vilnius University 07-11 October 2019

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Positioning: internationalization

STRENGHTS

- National and international reputation
- Students' mobility incoming and outgoing

WEAKNESSES

- Students services in relation with interna standards
- Low capacity to attr international faculty staff

OPPORTUNITIES

- Horizon Europe
- Cooperation for development in Africa

THREATS

- Uncertainty on international panor

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STRATEGIC MAP

8 main Strategic objectives

0.1 Quality in Research
0.2 Project Capacity
0.3 Quality in Teaching
0.4 Attractiveness
0.5 Students community
0.6 Innovation
0.7 Dissemination
0.8 Sustainability

STRATEGIC OBJECTIVES

0.4 ATTRACTIVENESS

To implement the attractiveness and strengthen the international dimension of the educational context through

- 0.4.1 Attraction of talented students;
- 0.4.2 Attraction of international students;
- 0.4.3 Strengthen the International academic offer
- 0.4.4 International agreements and partnerships

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Specific objectives and indicators

Basic Objective	Reference Strategy		
0.4.2 Attraction of international talented students and diversify their geographical catchment area	INTERNATIONAL		
INDICATORS	2015	2018	2021
Incoming students	2.310	3.100	First in Europe
International students	7%	8%	9%

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Specific objectives and indicators

Basic Objective	Reference Strategy		
0.4.3 Strengthen the International academic offer			
INDICATORS	2015	2018	2021
N° of outgoing students	2.745	3.840	First in Europe
N° of professors and researchers coming from international research institutions	383	864	1.000

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Specific objectives and indicators

Basic Objective	Reference Strategy		
0.4.4.Promote international agreement and partnerships	INTERNATIONAL		
INDICATORS	2015	2018	2021
Number of international agreements	1.735	1.780	1.800

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WELCOMING STUDENTS

International desk

The University of Bologna offers an ad-hoc welcome and support service for students and international staff. The office is a single point of contact for international students and teachers and provides support and assistance for all incoming procedures, thus acting as a reference for access to all university services.

Welcome Day for international students (exchange and enrolled - about 6,000)

Students, in addition to receiving all the information on the university and cities, can learn about opportunities related to entrepreneurship and to the relationship with companies.

Cross-cultural counselling service for international students

The Cross-Cultural Counselling Service was established to prevent particularly critical situations relating to adaptation, study, complaints, isolation, conflicts with other students and/or teachers, practical environmental problems, through a cross-cultural perspective.

The service is free of charge and offers:

- assessment and analysis of psycho-social-cultural needs;
- first assistance and/or orientation actions.

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VU Strategic plan focus

Vilnius University

1. Innovative research
2. International standards in studies
3. Active partnership
4. Open and responsible community
5. Effective management

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Development of VU Strategic plan 2015-2017

Vilnius University

Three steps:

- Scouting program
  - Top EU universities
  - Three areas: studies, research, management
  - Dissemination (presentation, broadcast, report)
- Strategic ideas through open platform
  - Expressing ideas
  - Voting for ideas
  - Discussion
- Strategic sessions – treasure map

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Development of VU Strategic plan 2015-2017

Vilnius University

Strategic sessions – treasure map

- Individual soft interviews with VU top leaders (vision, possibilities, “no chance” areas, use of potential).
- Matrix based on most mentioned accents
- Strategic sessions in groups to purify the matrix

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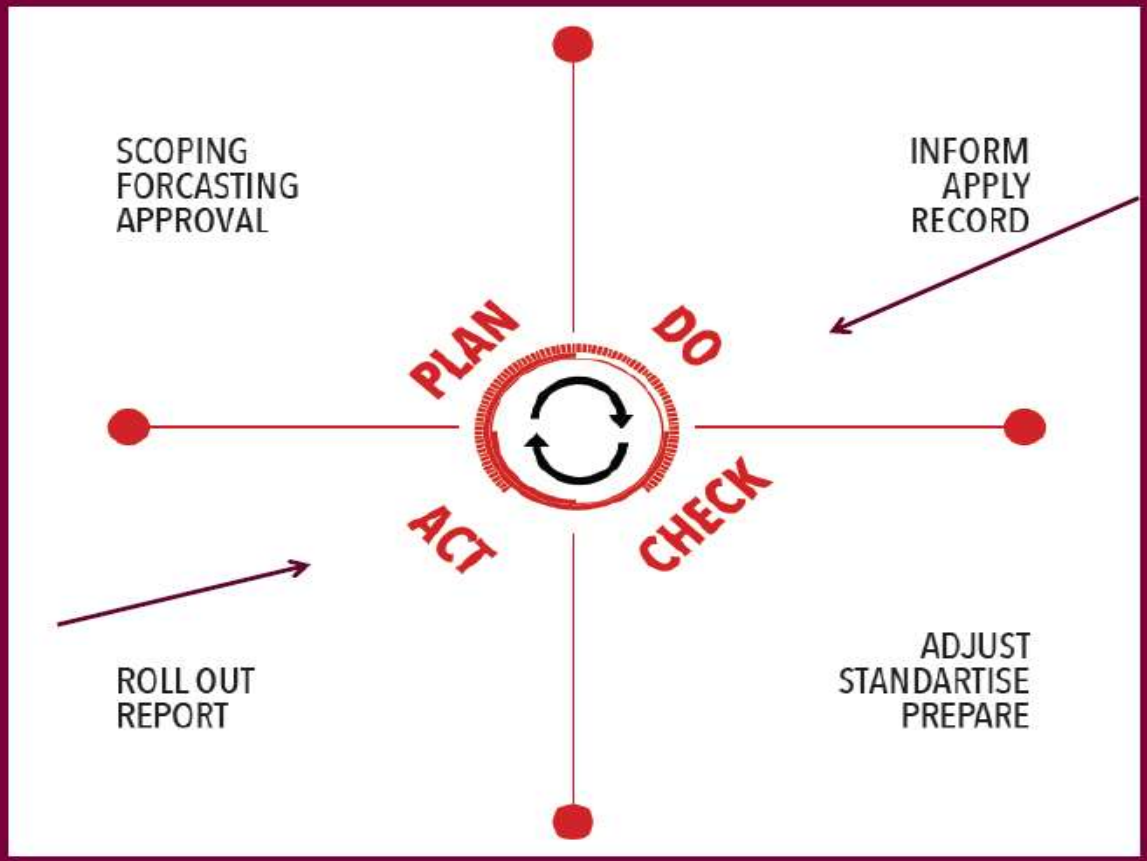
Deming (PDCA) cycle

Vilnius University



e.g. Pilot cases with one or two faculties

Implement it University wide

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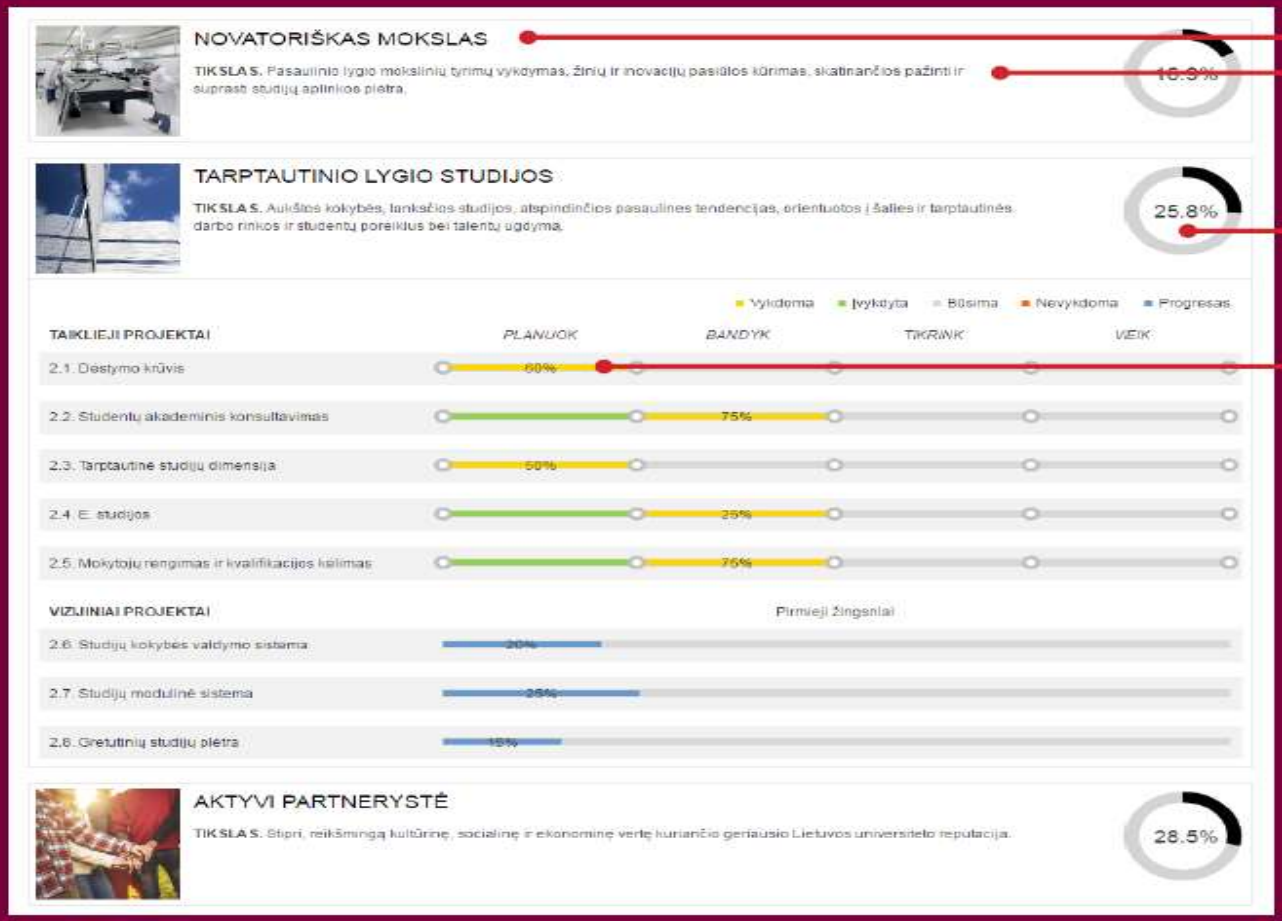
Strategic plan scoreboard

Vilnius University



Strategy area

The aim

Overall progress

Current stage of the project

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Development of VU Strategic plan 2018-2020

Management sessions

Strategic sessions:

- Proffesors
- Associated proffesors;
- Young scientists;
- Non-academic staff

Management sessions

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Vilnius University

VU Strategic Plan for 2018-2020

Strategic Priorities

Strategic Directions

Performance Indicators

Projects

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UPPSALA UNIVERSITET

Internationalisation strategy – Uppsala University´s approach

Toolkit, October 7, 2019, Vilnius

Ulrica Ouline, Division for Internationalisation, Uppsala University, Sweden

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Considerations and decisions

- "Major revision" (led by Deputy Vice-Chancellor)
- Strategic plan rather than core values and branding
- Forward-looking based on 'self-evaluation'
- Overall goal: education and research of the highest quality and relevance
- Tool for leadership at all levels, of interest for all staff and students, external partners, society at large

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UPPSALA UNIVERSITET

Proposed targets: internationalisation

- International cooperation and exchange will be enhanced
- Internationalisation will be strategic, quality-driven and excellence-enhancing
- The university will be an attractive choice for successful teachers and researchers and motivated students from all over the world

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UPPSALA UNIVERSITET

What happens next

- Decision will be made by the University board by end of 2019
- Internationalisation is not an end in itself
- Internationalisation should be **integrated** into the University's existing missions
- Approach will stimulate scientific domains to **formulate their own (relevant) goals** for internationalisation

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One example from a Faculty at UU

5 (**proposed**) quantitative goals for 2030: Internationalisation

- At least 25% international students (exchange students and free movers), PhDs, teachers and researchers at the faculty
- At least 25% of (all) students with a degree, PhDs, administrative staff, teachers and researchers have at least a semester abroad every 5 years
- At least 20% international students (Master & PhD) still in Sweden 5 years after graduation
- At least 20 new relevant partner universities
- 5 strategic partners

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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

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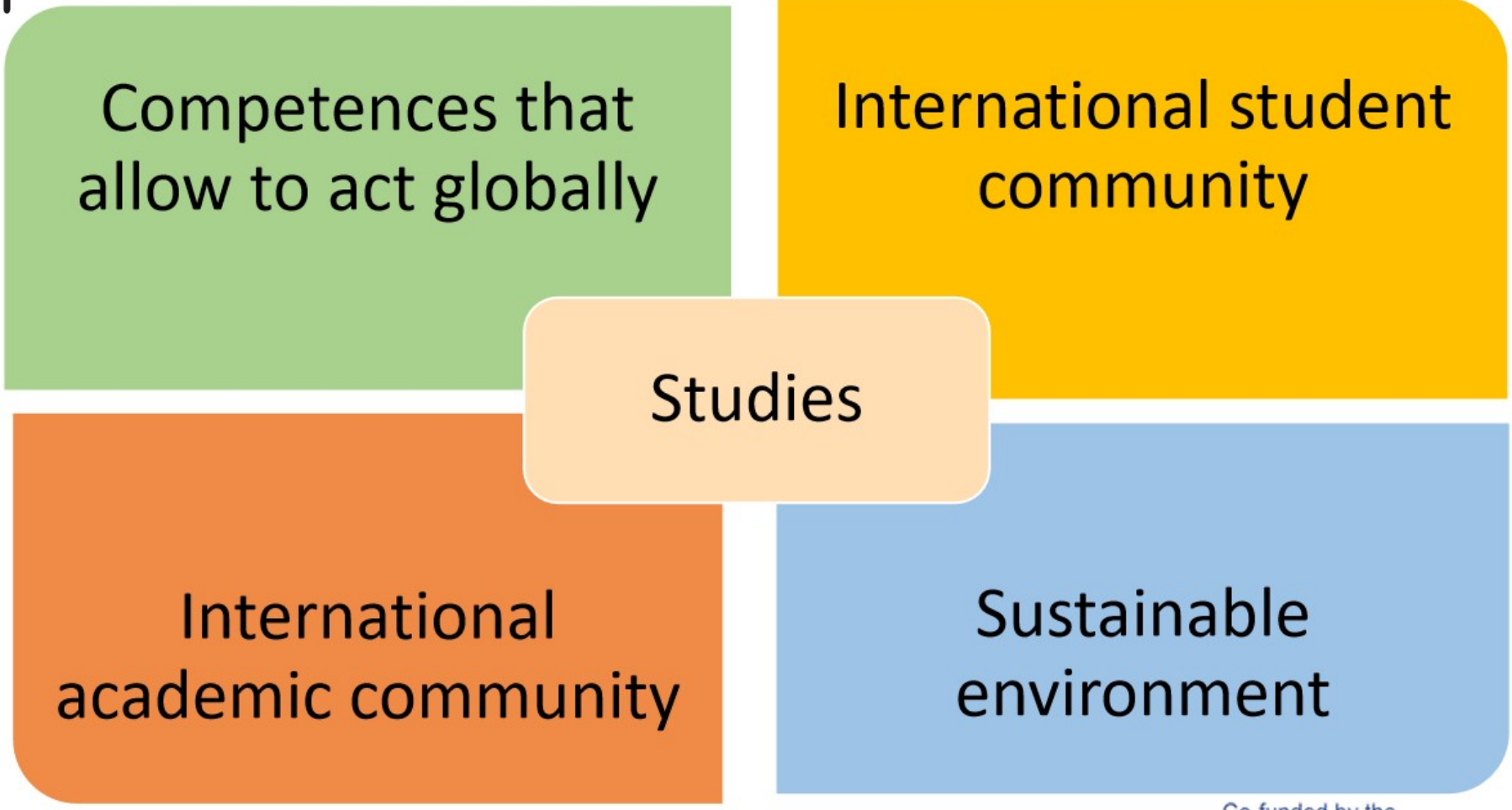

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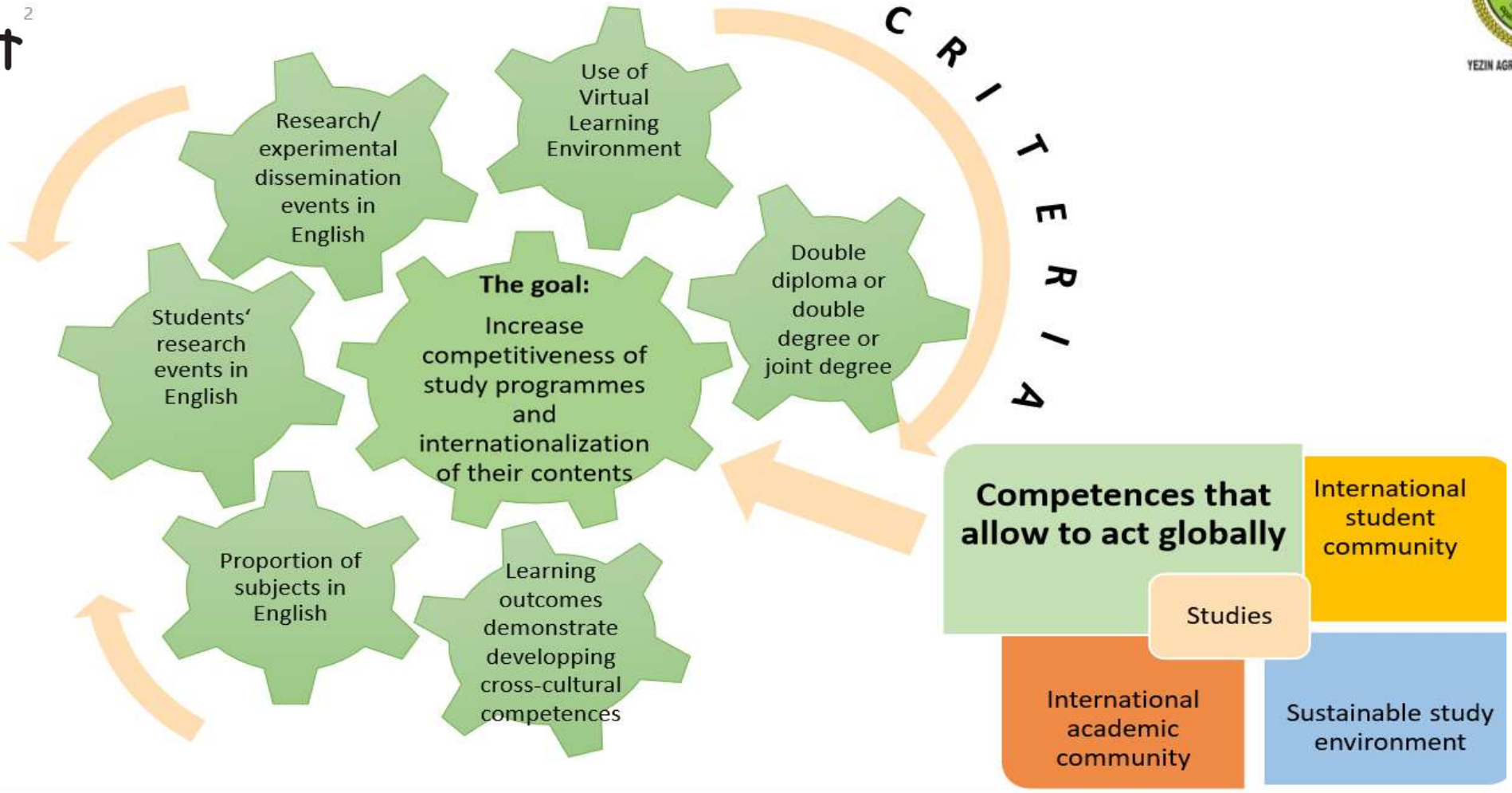
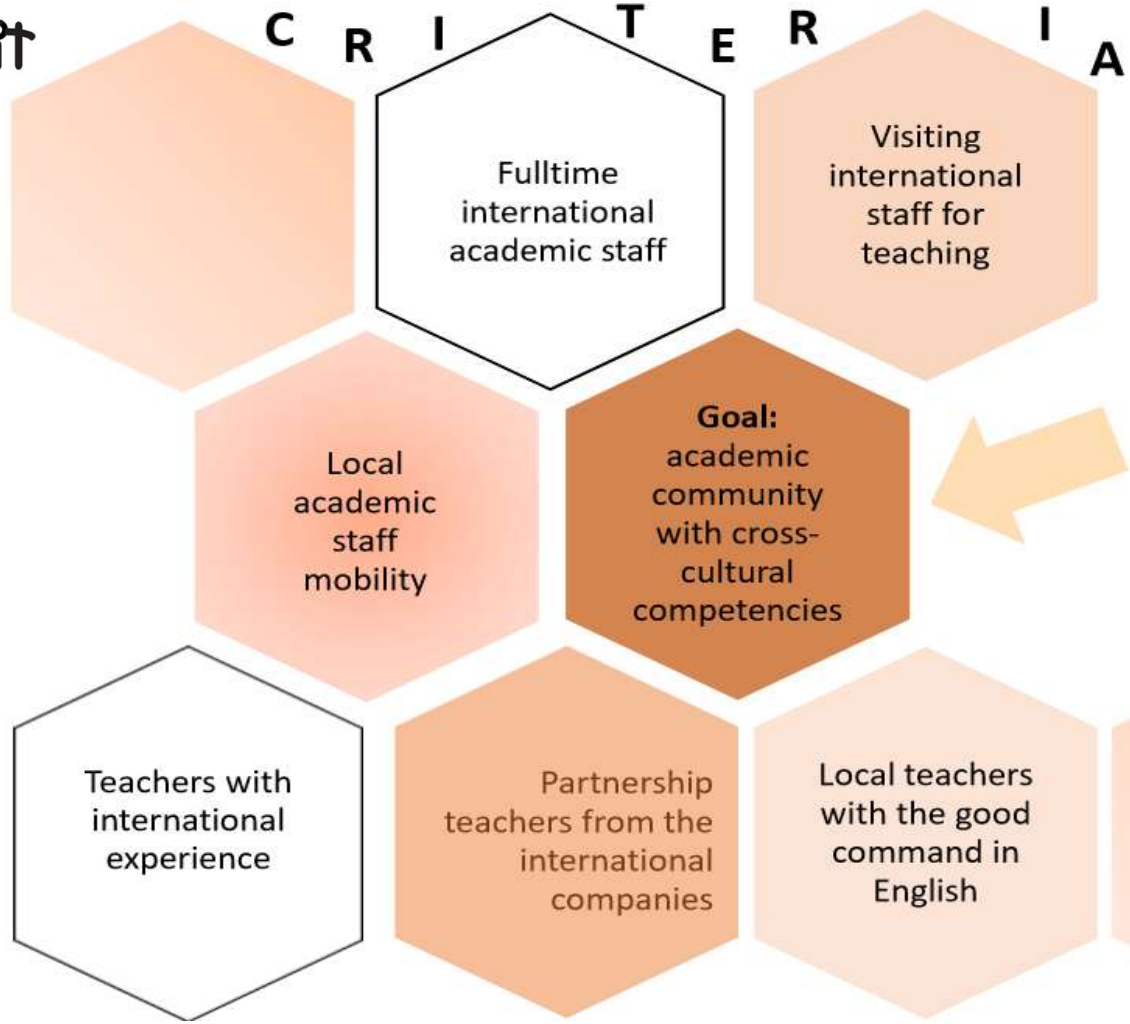

Use of Virtual Learning Environment
Research/ experimental dissemination events in English
Double diploma or double degree or joint degree
Students' research events in English
The goal:
Increase competitiveness of study programmes and internationalization of their contents
Proportion of subjects in English
Learning outcomes demonstrate developping cross-cultural competences
CRITERIA
Competences that allow to act globally
International student community
Studies
International academic community
Sustainable study environment



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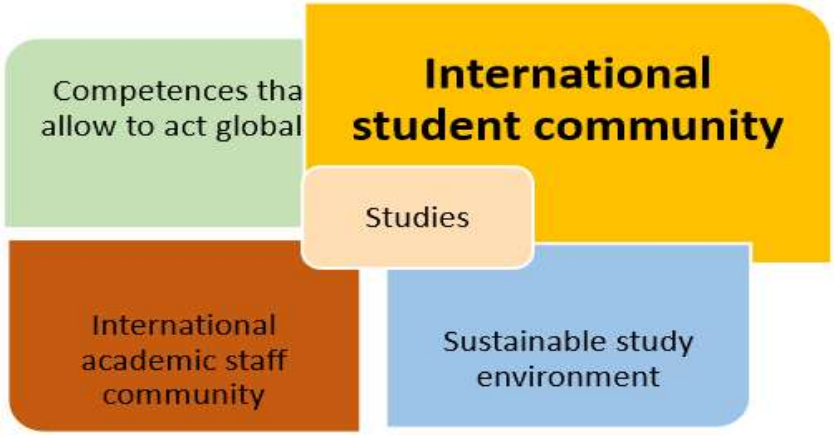
Goal: increased admission of international students and their integration into the university study environment



CRITERIA:

- ✓ Proportion of International degree seeking students
- ✓ Proportion of international exchange students
- ✓ Proportion of students going for studies/ research/ internship abroad
- ✓ Number of students who get support from the faculty

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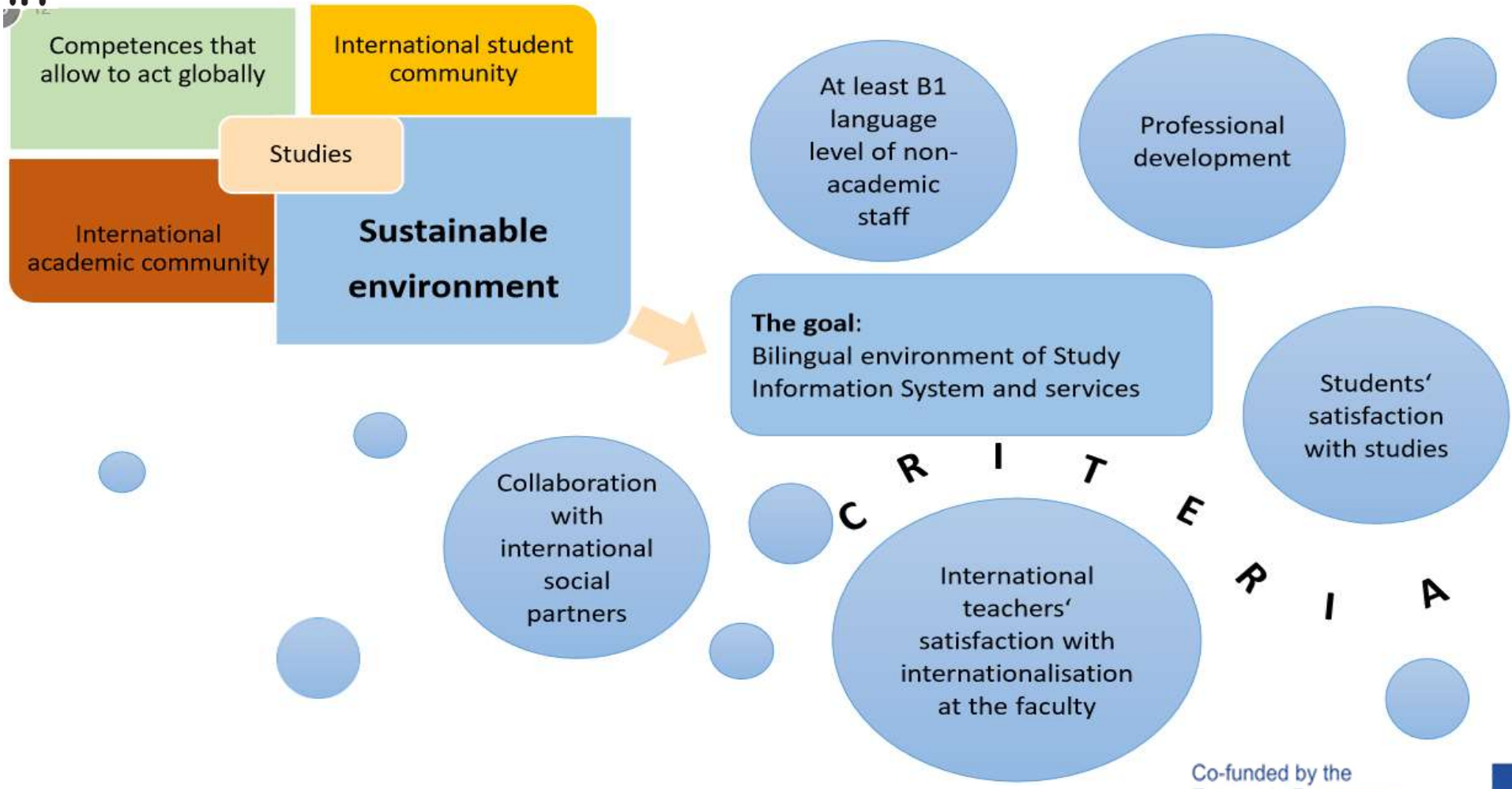

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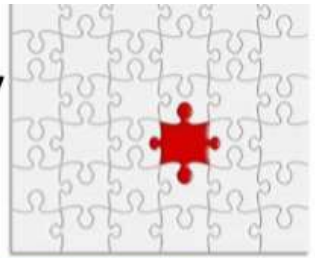
We know this! The main elements of any (internationalization) strategy!



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

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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

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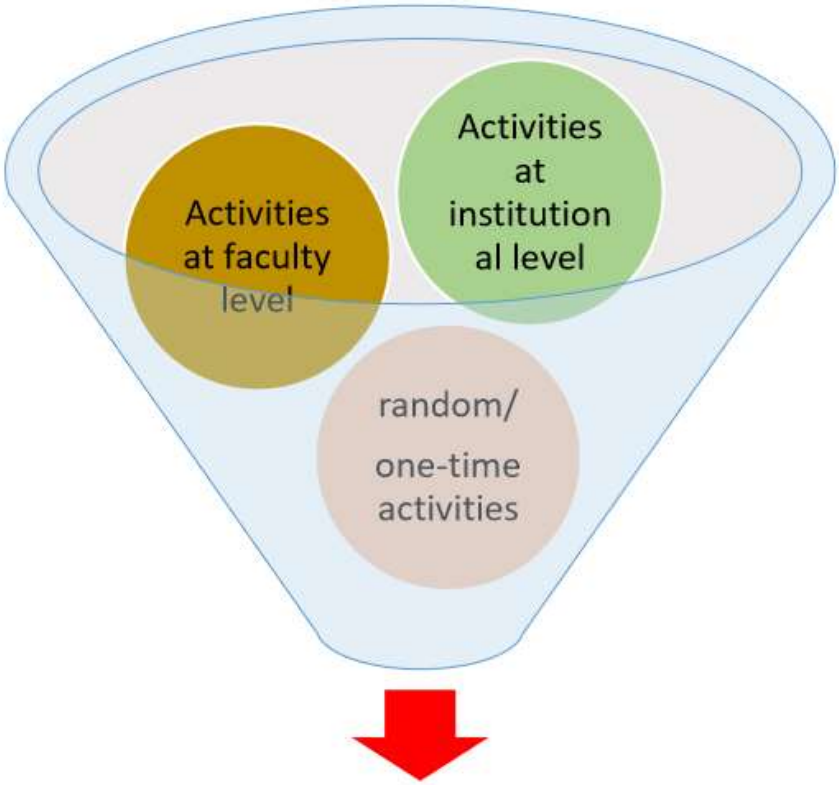
Stage I: stock taking



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 certain areas

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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"

Decide whether they 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

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Stage III: drafting and consultation

Recommendations for the priority internationalization areas

+

Consultation with the academic community

=

Finalize

Select activities and explain the rationale for them; explain how the internationalization and activities relate to the overall aims and strategy of the institution

Staff and students

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Stage IV: Check list for the action plan

State:

- The planed 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

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What is an action plan?

1) Action plan is used to increase efficiency and accountability
2) Describes the way how the organization will meet its objectives
3) In some ways, an action plan is a “heroic” act: it helps to turn strategy into reality.

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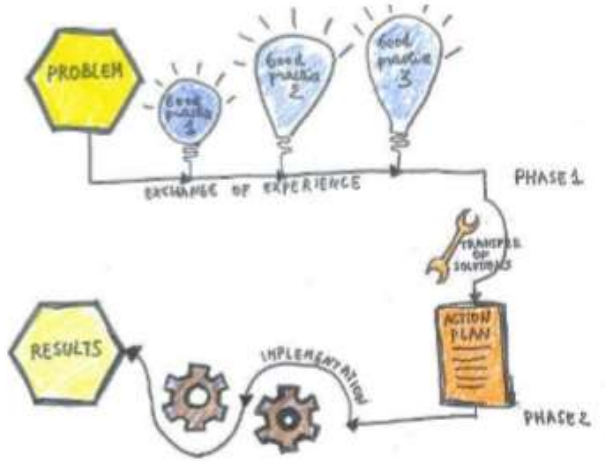
What are criteria for good action plan?

- It should include:
  - What actions or changes will occur
  - Who will carry out these actions
  - What resources (i.e. money, staff) are needed
  - Communication channels (who needs to know what)
  - Risk management
  - Monitoring



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Risk management and monitoring

- How to manage risks, what would happen if...

➢Change of visa policy (refusal of visas)

➢Terrorism

Monitoring

1) Who will responsible for monitoring
2) How often it would be reviewed

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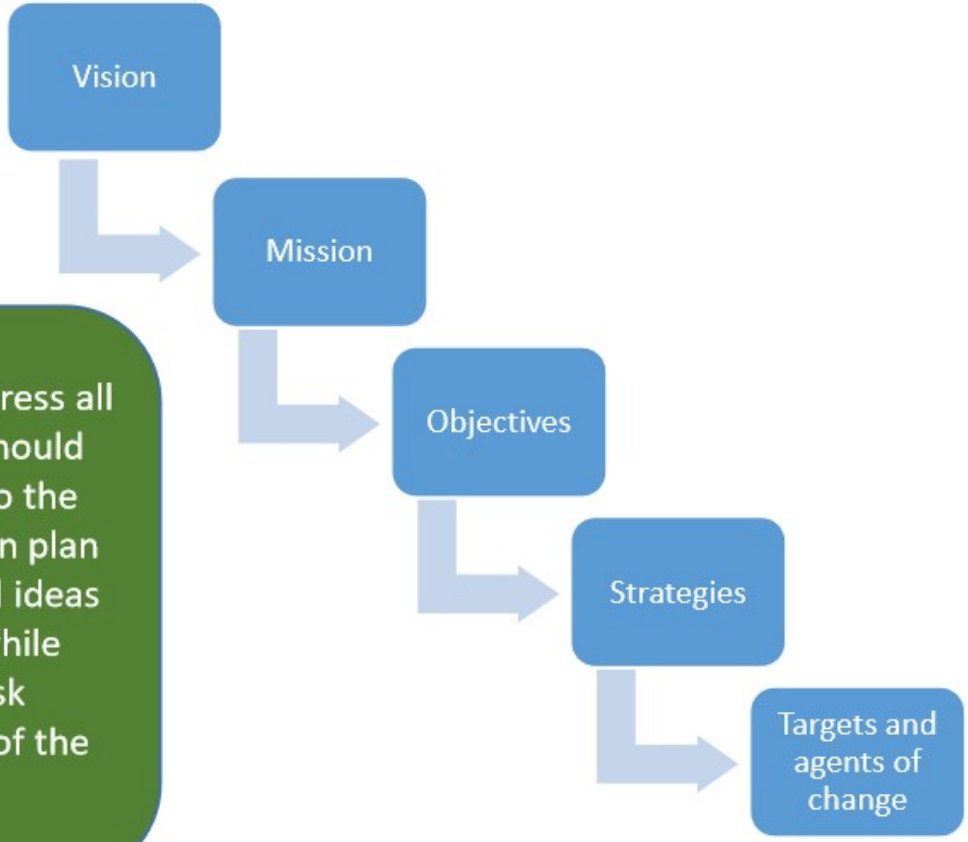
How to write an action plan?

- Go over your



Develop an action plan that address all proposed changes. The plan should be: complete, clear relevant to the strategy. Additionally, the action plan should include information and ideas you have already gathered while brainstorming. Consider risk management and monitoring of the progress.

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Goal – increase international exchanges opportinities for students					
Activity		Responsible department	Success indicator	Due date	Resources required (staff, tec fin. etc)
Example:					
1.1	*Participate at the international conferencies/ excibitions, study fairs, etc*	*Bilateral cooperation coordinator*	*No less than 3 new contacts every year*		*Faculty coordinators, International Relations Office, University budget*
1.2.	.....	.....	.....	.....	.....

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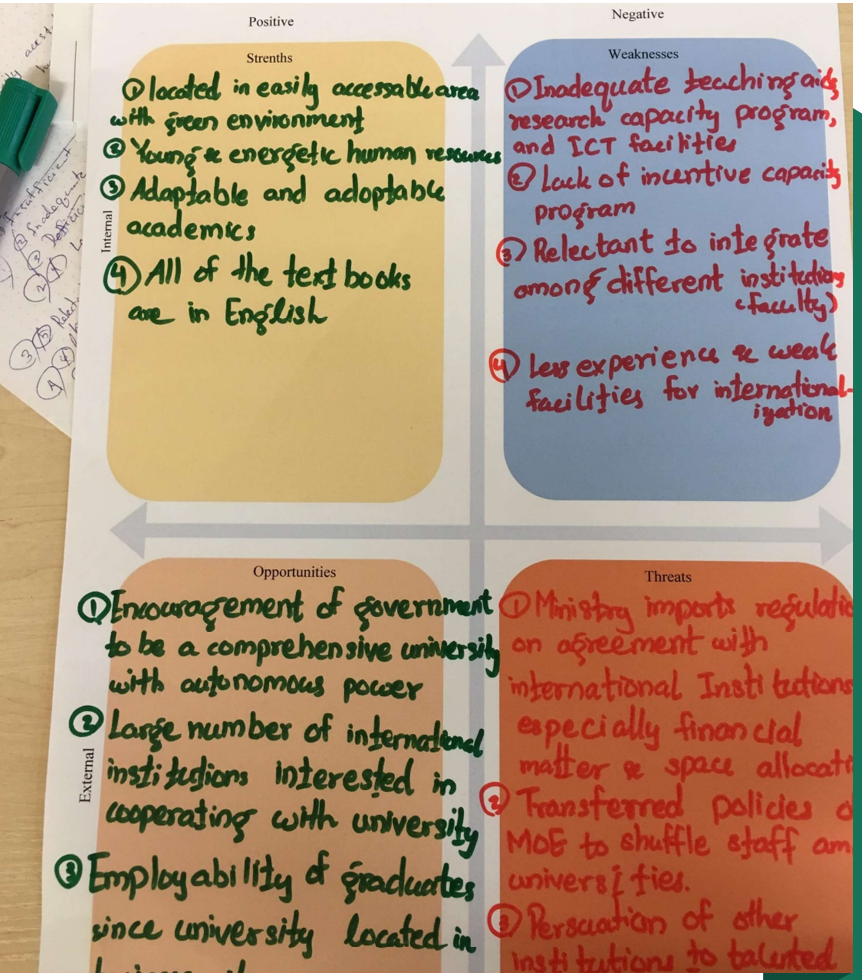
Positive
Negative
Strenths
① located in easily accessable area with green environment
② Young & energetic human resources
③ Adaptable and adoptable academics
④ All of the text books are in English
Weaknesses
① Inadequate teaching aids research capacity program, and ICT facilities
② Lack of incentive capacity program
③ Relectant to integrate among different institutions (faculty)
④ Less experience & weak facilities for internationalization
Internal
Opportunities
① Encouragement of government to be a comprehensive university with autonomous power
② Large number of international institutions interested in cooperating with university
③ Employability of graduates since university located in
Threats
① Ministry imports regulation on agreement with international Institutions especially financial matter & space allocation
② Transferred policies of MOE to shuffle staff among universities.
③ Persuasion of other institutions to talented
External

Asian Partners HEIs are starting to include internationalization actions in their strategic plans. Foreseen actions are:

- Set up and implementation of International Relation Offices
- Creation of student's service centres in all HEIs
- Promotion of human resources development to meet regional and international education standards
- Improvement of learning quality
- Increase in internal and external cooperation

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Yezin Agricultural University International Strategy Outline

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Overview of the institution

- The only center of higher learning in agriculture in the Union of Myanmar
- Founded: 22nd December, 1924, Mandalay
- A public higher education institution located in the medium-sized city of Naypyidaw (population range of 500,000-1,000,000 inhabitants),
- Officially accredited and/or recognized by the Ministry of Agriculture and Irrigation (MoALI)
- Offers courses and programs leading to officially recognized higher education degrees such as bachelor degrees in several areas of study.

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Vision, Mission and strategic objectives

Vision

-To be a prime mover of agricultural and rural development in Myanmar through human resource development, and a globally engaged Agricultural University

Mission

1. To provide high-class agricultural education and develop human resources for increasing agricultural production through green growth
2. To provide career as well as business option and produce well equipped and professionally qualified agriculturists, both internally and internationally
3. To upgrade internationally agricultural research and extension constantly

Strategic objectives

Objective 1- To enhance internationalization of curriculum and mobility

Objective 2- To promote and act on global concern regarding agricultural innovation and environmental conservation

Objective 3- To acquire diverse yet adaptable international practices and adopt it for regional improvement

Objective 4- To promote good university governance

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SWOT ANALYSIS: Internationalization Strategy

STRENGHTS

- Good location with green environment of administrative capital
- Young & energetic human resources
- Adaptable and adoptable academics
- All of the text books are in English
- International fully and partially funded scholarships
- Government increasing efforts to assist universities for the enhancement of higher education

WEAKNESSES

- Inadequate teaching aids, research capacity program and ICT facilities
- Lack of incentive program for skilled personnel
- Weakness of inter-linkages among the institutions
- Weakness in improved organizational set up and less experience for international relationship
- A memorization technique based on repetition both in basic and higher education
- No scholarship program to receive international students at YAU

SWOT ANALYSIS: Internationalization Strategy

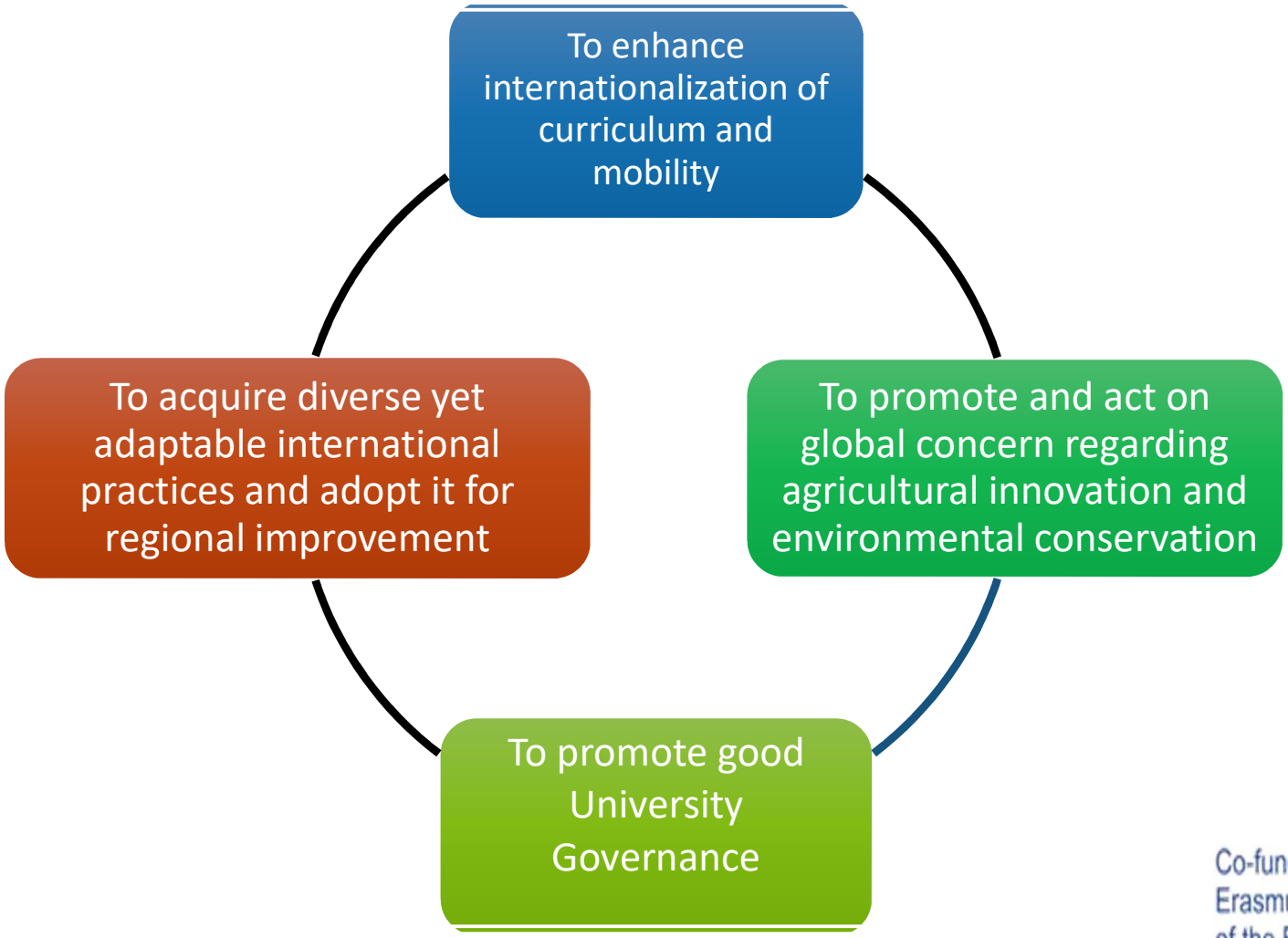
OPPORTUNITIES

- Encouragement of government to be a comprehensive university with autonomous power
- Encouragement of government to more progressive education sector performance
- Increasing international collaboration and partnership with university
- Job opportunity of graduates
- ISO certificate

THREATS

- Ministry regulates on agreement with international institutions especially financial matter & responsible department allocation
- Brain draining
- Increased student expectation

Strategy action lines derived from SWOT



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ACTION PLAN

GOAL- To enhance internationalization of curriculum and mobility

Activity	Responsible department	Success Indicator	Due Date	Required Resources
Instituting Task Force for connection, management and implementation	Respective department & IRO	5 exchange program each faculty		University budget and development partners
Standardization/ Revision of curriculum and mobility action	Student affair, both home and host institutes			Register's office, credit system
Internationally accredited study program	Respective department			AUN QA frame and NAQAC frame
Acquiring subject matter specialist (SMS) for benchmarking of curriculum and academic system	Respective faculty, center for research and innovation, IRO	2 international project every year		Researchers, research partners and funds, post-graduate students
To enhance English language proficiency	Self-study, responsible department, English native speakers	2 courses per year		Volunteered native speakers, university budget, funded organization

ACTION PLAN

GOAL- To promote and act on global concern regarding agricultural innovation and environmental conservation

Activity	Responsible department	Success Indicator	Due Date	Required Resources
Network establishment among the related institutions (private, public and policy makers etc.)	All faculties	3 network/program	every year	Faculty coordinator, IRO, University budget, funded organizations
Collaboration on Innovative agricultural research	Centres for research & innovation, respective faculty	At least 2 research projects 10 peer review publication in each faculty	every year	Faculty coordinator, IRO, University budget, updated reference books
Training/capacity building programs to develop talented academics with meritocracy	All faculties, Administrative board	- 2 international, - 3 local in each faculty - 40 persons per each faculty	every year	Researcher, university budget, funded organization, selection committee & experts, university Budget

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ACTION PLAN

GOAL- To acquire diverse yet adaptable international practices and adopt it for regional improvement

Activity	Responsible department	Success Indicator	Due Date	Required Resources
Monitoring and evaluation (M & E) team establishment	Administrative board	Team Establishment		M&E resource persons, university budget
Development of academic/research Publication unit	Faculty coordinator, IRO, Finance department, University Library	At least once for a week		Researcher, University budget, Donor, updated reference books
Modernize the ICT infrastructure	IT department Administration board	- Modernized & efficient equipment, - High speed internet access		IT professionals Univ. Budget Development partners, Donor

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ACTION PLAN

GOAL- To Promote Good University Governance

Activity	Responsible department	Success Indicator	Due Date	Required Resources
Develop and promote the institutional autonomy in academic affairs, organization, staffing and financial administration	University council Respective faculty	University Autonomy		Academic board (senate) Administrative board University budget

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Recommendations for the development of internationalization strategy

- Prioritization
- Skill building
- Good institutional practices and culture
- Improved interconnectivity
- Well formulated investment strategies
- Sustained political will and supports
- Engagement with stakeholders
- Mindset changes
- Emerging national comprehensive educational development plan
- Professional career planning

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Urgent needs

- Curriculum review and reform for end users
- Development of campus as well as teaching and learning environment
- Equity and Diversity in access to education
- Prioritization and Participatory university comprehensive development plan and bottom up exercise
- University management reform
- Staff development; leadership and management
- Strengthening and effective use of IT in degree and non-degree training programs
- Linking to industry
- Investment strategies

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