

# Approaches to internationalization strategy and cross border mobility in it

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TOOLKIT project

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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 Knigh (2015)

Internationalisation is a means implement strategic goals and priorities.



# 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!



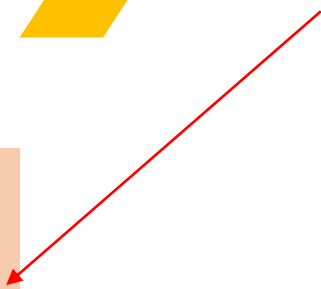
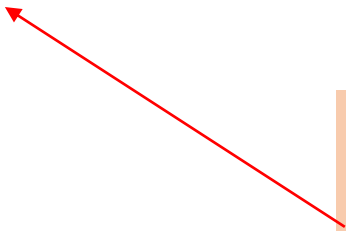
Strategies

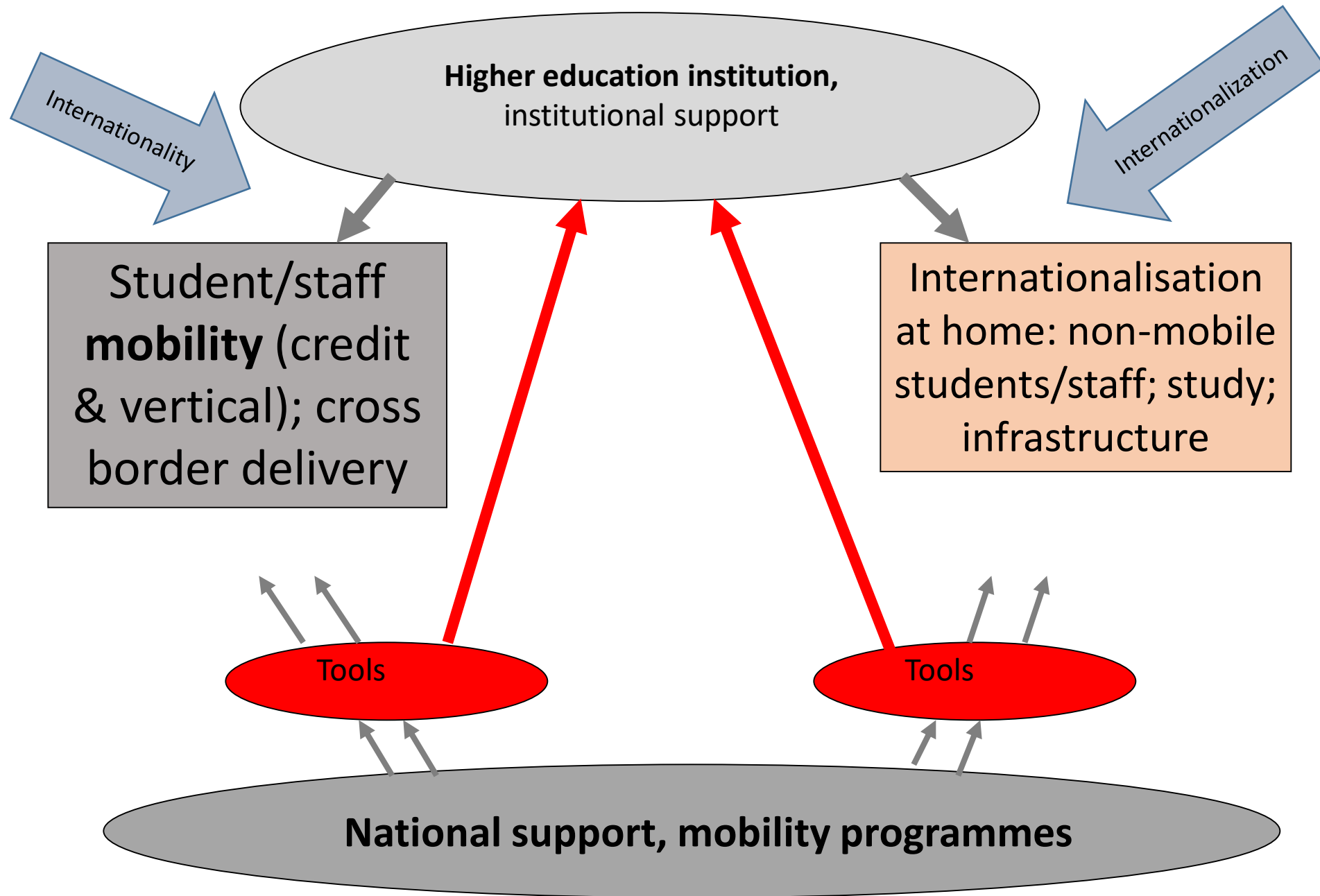


Financial resources  
Human resources

Policy: priorities,  
goals

Programmes,  
activities





# Internationalisation what is it?



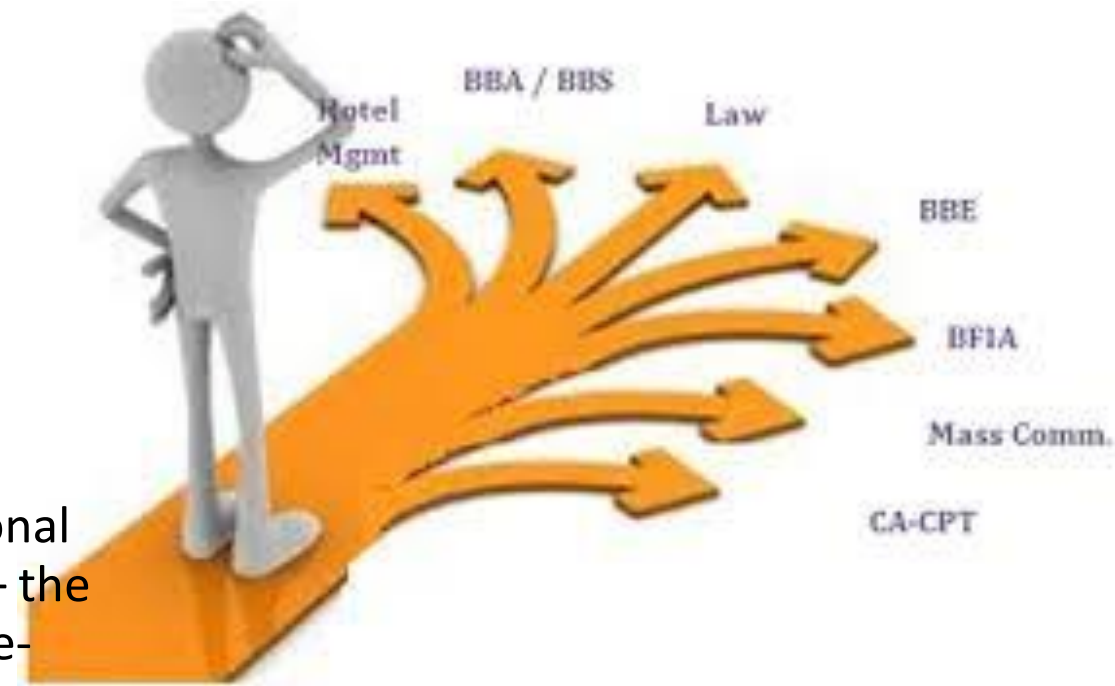
30 years ago – mainly student mobility, now the concept much wider

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?



International mobility – the most wide-spread



Credit mobility  
(semester/year)



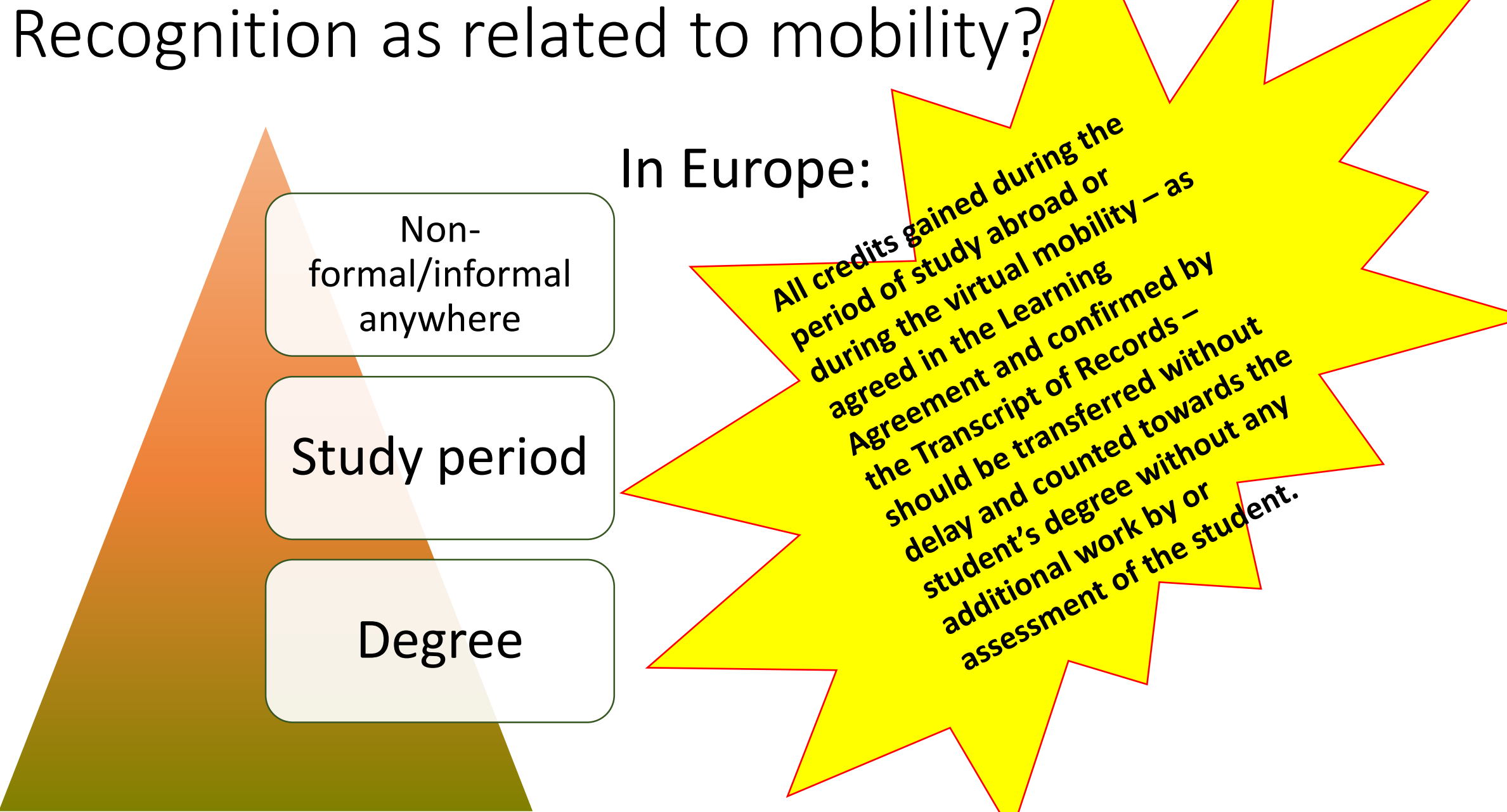
Degree mobility



Other types



# Recognition as related to mobility?



Non-  
formal/informal  
anywhere

Study period

Degree

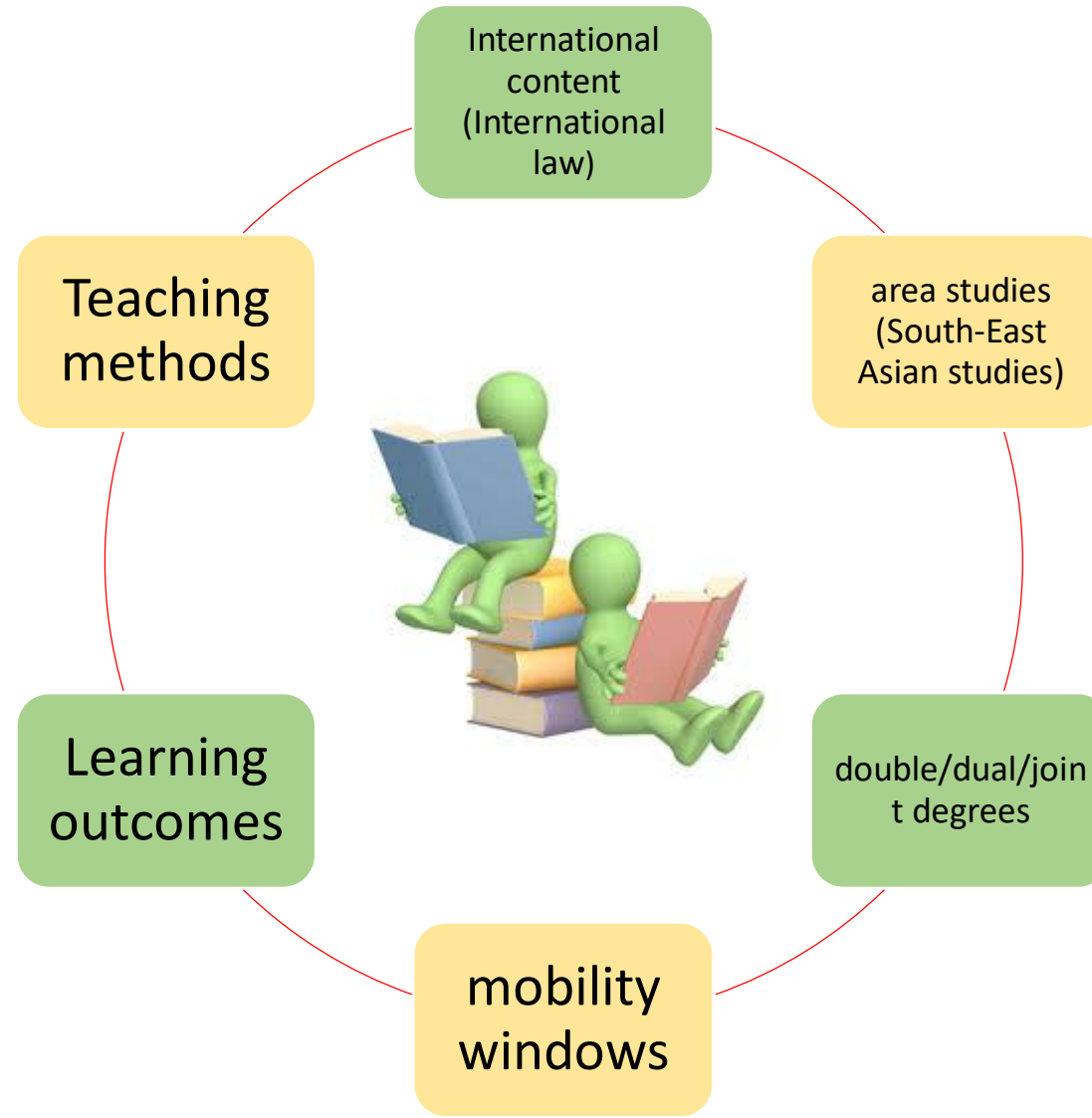
In Europe:

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 any 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

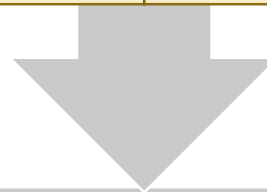
Home language provision for foreigners



# 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?

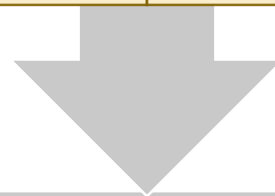
Globally? What are the numbers of intake per country? How widely marketing spreads? Can we support the wide approach moneywise? How? Physical participation in fairs? Online marketing platforms? Agents?



# 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?

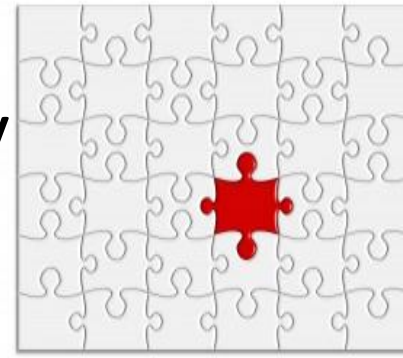


# International rankings? Do they tell much about study?

What rankings?

How high?

# 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

# Basic thing to remember: Sometimes less is more!

Ensure that the strategy complies with general aims of the institution

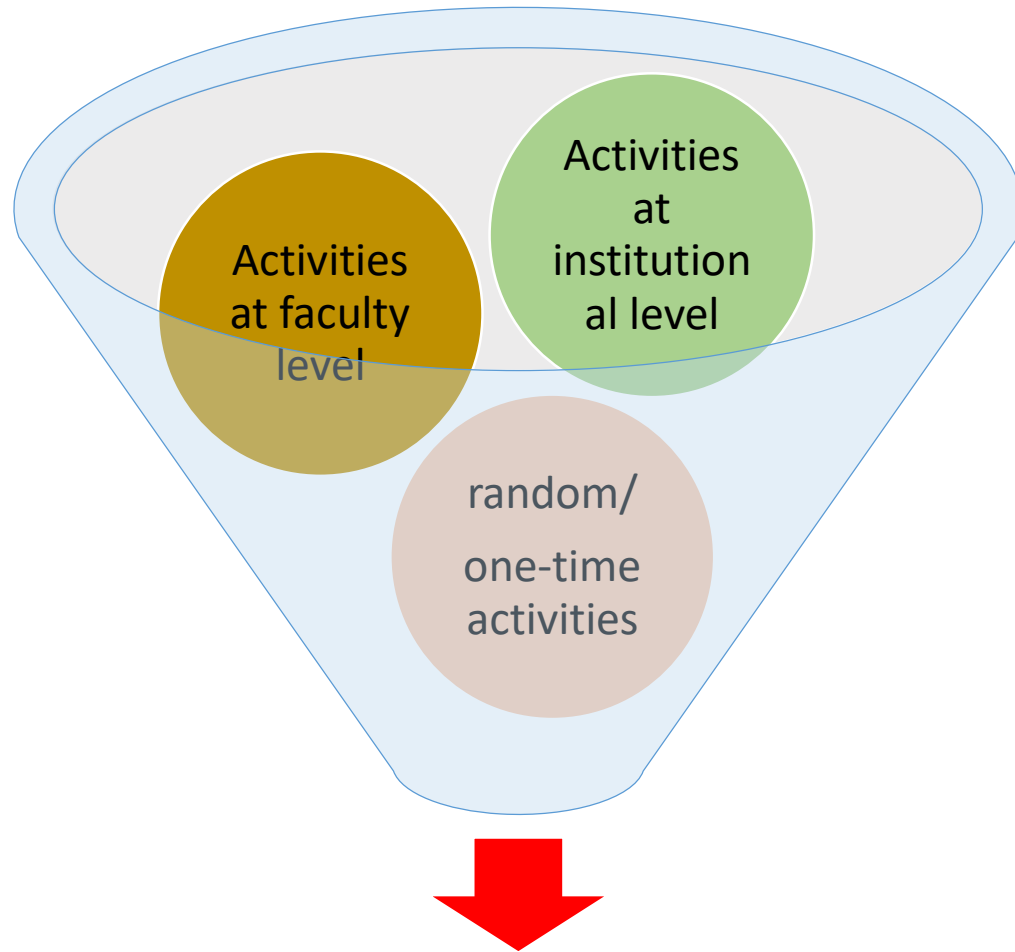
Ensure that the strategy complies with financial needs of the staff

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

# 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

# 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

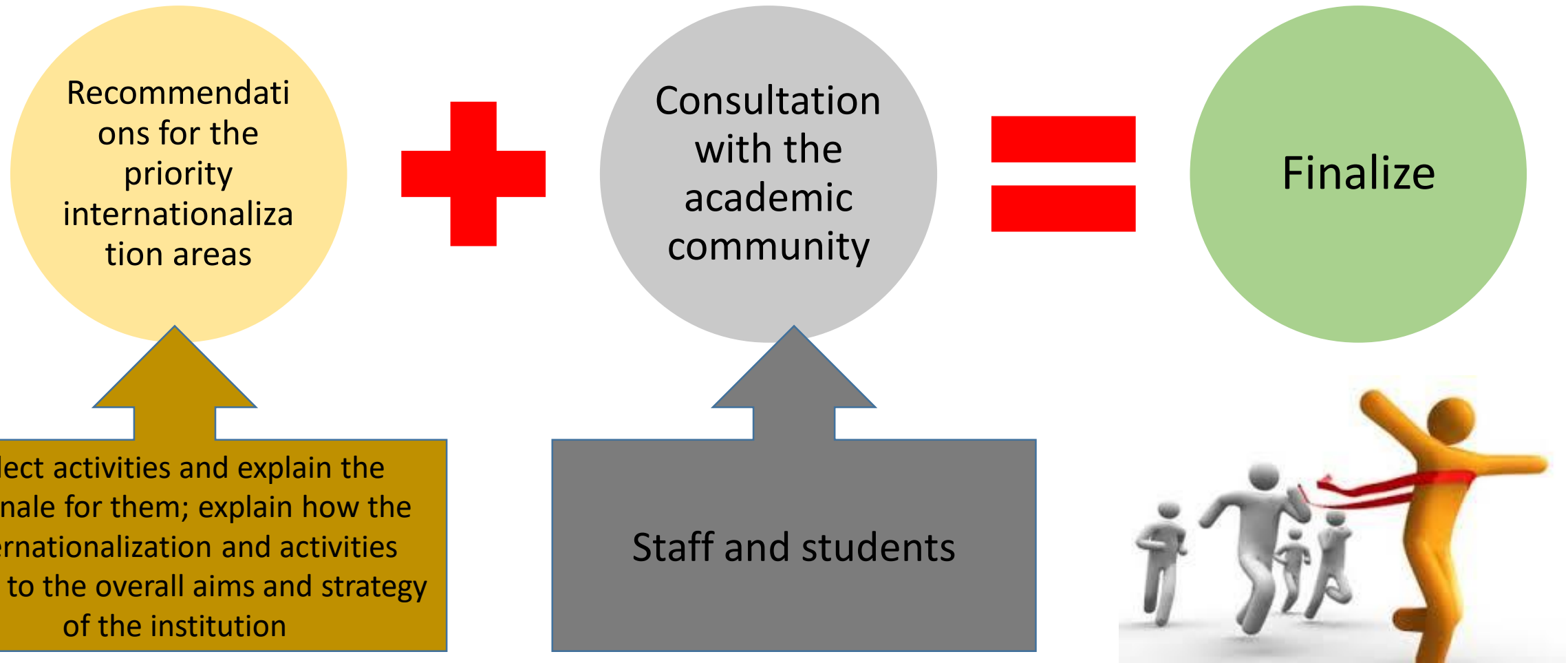
Identify “gaps”

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





# Stage III: drafting and consultation



# Stage IV: without action plan (work programme) all job is lost



Absolute, percentage,  
unit indicators

Action plan for  
reaching goals and  
implementation of the  
strategy

Building structures/  
setting prerequisites

Setting up necessary  
structures.

Approving necessary  
regulations

Nitty-gritty

Networks, partnerships  
programmes; concrete  
exchange numbers

Geographical, field  
priorities, mobility  
numbers, joint  
programmes mobility  
windows

Adoption of mobility  
tools (recognition/  
data bases)  
Language policy &  
classes for mobility

Buddy system,  
monitoring, quality  
assurance

# 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

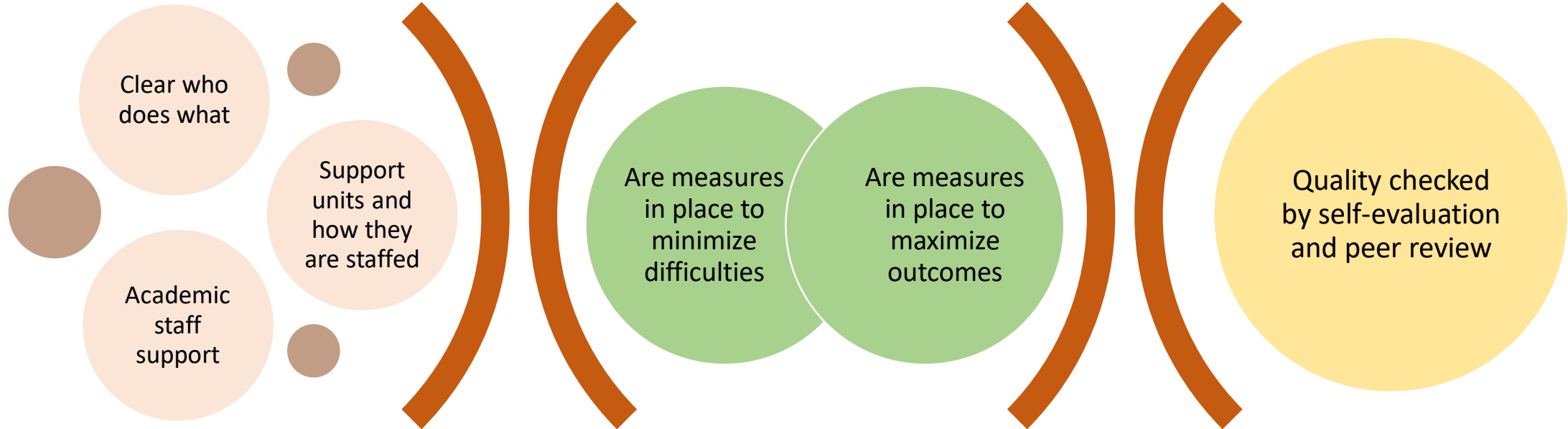
Financial resources

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

# Quality assurance



Organisation of internationalization

Formal provisions

Quality assurance does not mean "excellence" but compliance with the standards . How high we set them?

# Modes of student mobility I

<b>Individual degree mobility:</b> <ul style="list-style-type: none"><li>• full study abroad</li><li>• bachelor, Master</li><li>• competition mode</li></ul>	<b>Individual exchange – Bilateral agreement:</b> <ul style="list-style-type: none"><li>• classic exchange between two universities</li><li>• Erasmus in Europe</li><li>• typically 2-10 students a year</li><li>• typically a semester or term: 3-10 months</li><li>• Credit recognition</li></ul>	<b>Individual summer school:</b> <ul style="list-style-type: none"><li>• Choice of each student</li><li>• 1-6 weeks</li><li>• often extracurricular</li><li>• student pays</li><li>• Credits typically not important</li></ul>
<b>Degree mobility integrated in a joint programme:</b> <ul style="list-style-type: none"><li>• one integrated study programme</li><li>• Students temporarily abroad as integral part of programme;</li><li>• Ready-made (often with options)</li><li>• joint, double, multiple, dual degree</li><li>• Joint qualification</li></ul>	<b>Embedded exchange – Mobility windows:</b> <ul style="list-style-type: none"><li>• Prepared exchange</li><li>• two universities agree on content and numbers beforehand</li><li>• Typically 20+ per year</li><li>• Concentration, efficiency</li><li>• Preferred partners, proven quality</li></ul>	<b>Tailor-made summer school:</b> <ul style="list-style-type: none"><li>• created tailor-made for ‘client’</li><li>• 3-6 weeks</li><li>• typically academically oriented (‘third semester’) ‘Curricular’</li><li>• University pays</li><li>• credits (recognition)</li></ul>
<ul style="list-style-type: none"><li>• <b>Internship – Bilateral agreement:</b> typically 2-10 months</li><li>• increasing popularity</li></ul>	<b>Individual exchange – Mobility hubs:</b> <ul style="list-style-type: none"><li>• classic exchange;</li><li>• 2 universities agree on large numbers</li><li>• typically 20+ per year</li><li>• concentration, efficiency, preferred partners, proven quality</li></ul>	<b>Minor/semester abroad:</b> <ul style="list-style-type: none"><li>• fixed study abroad programme for groups</li><li>• non-exchange</li><li>• typically a semester</li><li>• financial transaction</li><li>• tailor-made or ready-made</li></ul>

# Modes of student mobility II

## **Group trips:**

- excursion type, usually one group from one university/department
- organized by department or 'Study Union'
- often non-credit

## **Virtual/blended mobility:**

- international experience while at home
- in cooperation with international partner university/organization
- online communication (COIL)
- Often complementary to real mobility: blended mobility

## **Community service abroad:**

- similar to group trips
- focused on helping, social engagement (non-academic)
- popular in US, UK, CAN, HK

## **International contests:**

- university student teams compete
- one final competition somewhere abroad

## **Group projects abroad:**

- group from one university or from different levels in the same city (vocational, professional, academic) dedicated project
- one location abroad
- typically 1-3 weeks

## **International collaborative projects:**

- one problem, two university student groups
- international field trip, wrap-up time, report
- typically 10+10 students plus teachers
- typically interdisciplinary
- real problems, real solutions



Thank you  
for your  
attention!