Who am I??

- ## Matt Greig
- Working at UU with internationalisation since 2008
- Head of International Mobility
- 16 people working at the Unit
- Academic background in the arts/social sciences
  - But I'm a bit of a nerd – I enjoy statistics, programming
- When not at work I'm probably playing the guitar, going for a run or training karate, or cooking/enjoying food.
- Matt.greig@uadm.uu.se

What am I going to talk about?

Overview of the day-to-day operations at Unit for international mobility:

- Strategies and management of mobility programs
  (eg. partner search, agreements, databases, projects)
- MoUs and Student Exchange Agreements (SEAs)
- Courses taught in English
- MoveON (database)

- Break- (we might move this depending on how much I talk…)

- Exchange students vs Free-movers/Fee-paying students
- Incoming and Outgoing exchange students
- Promotion activities
- Crisis handling, insurance

One popular definition of internationalisation that many universities use

"The *intentional process* of integrating an international, intercultural or global dimension into the 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*."

(De Wit et al, 2015)
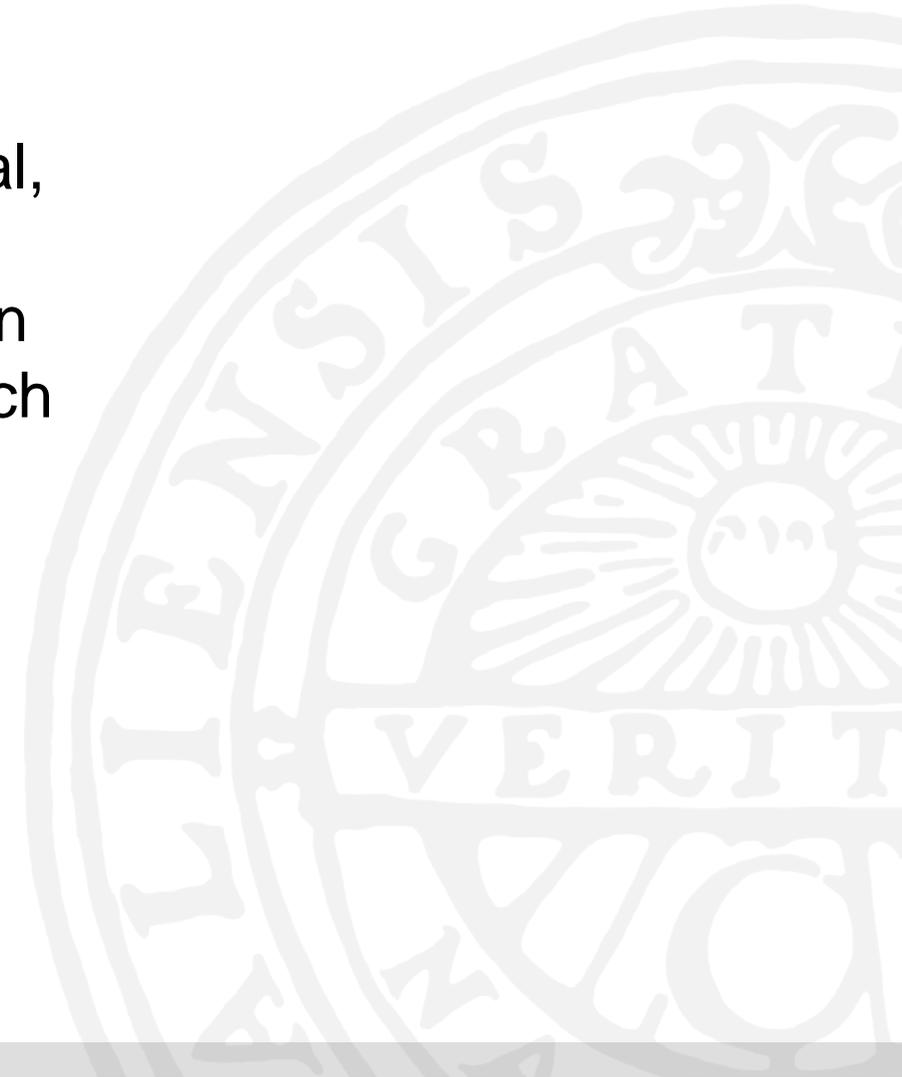
UU is transitioning to this model of internationalisation

"Comprehensive Internationalization is a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise. It is essential that it is embraced by institutional leadership, governance, faculty, students, and all academic service and support units. It is an institutional imperative, not just a desirable possibility."

(Hudzik, 2011)

Organisation/GOVERNANCE

UNIVERSITY BOARD

Internal Audit

Academic Senate

VICE-CHANCELLOR PRO VICE-CHANCELLOR

Vice-Chancellor's Management Council

University Administration
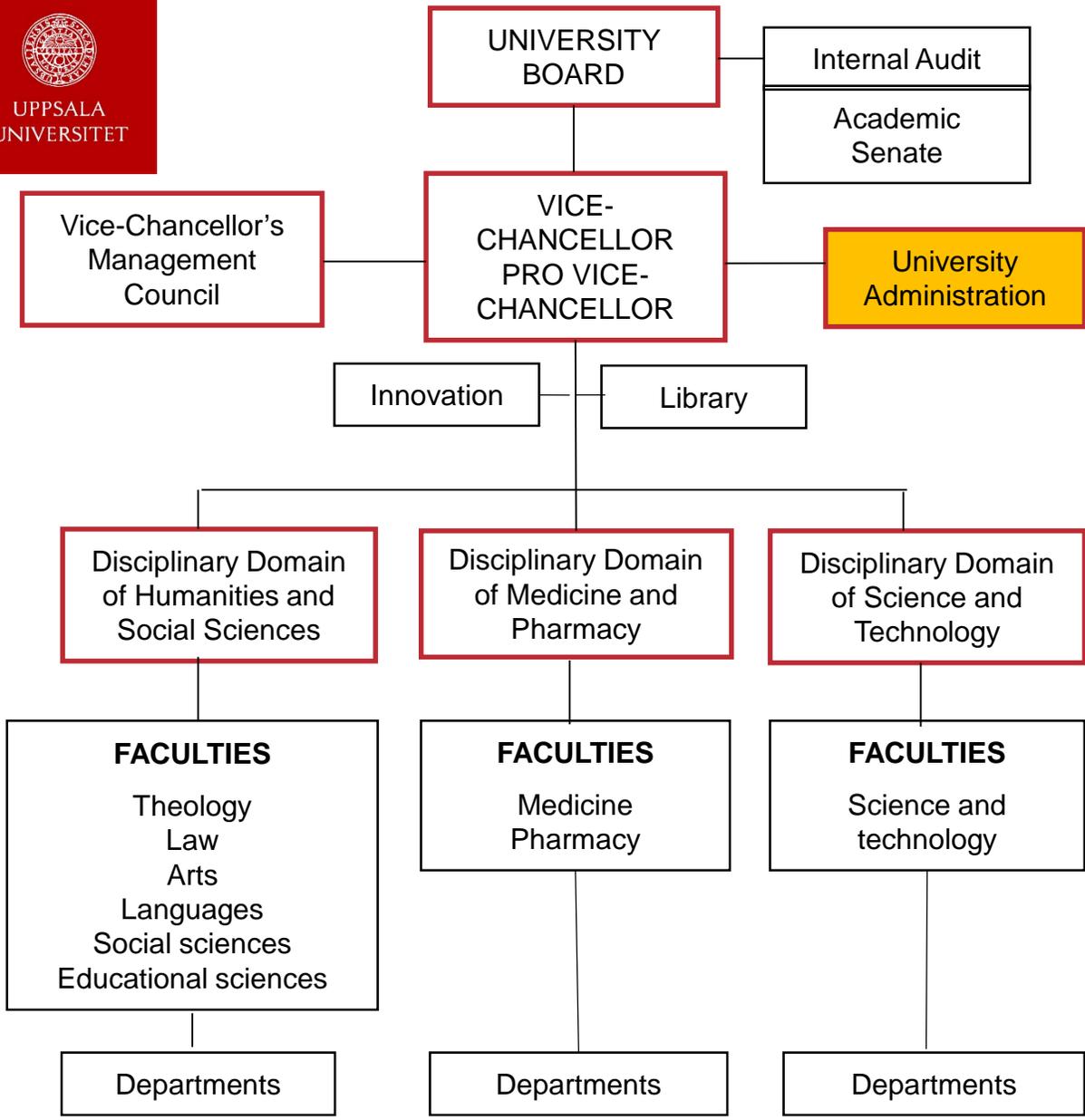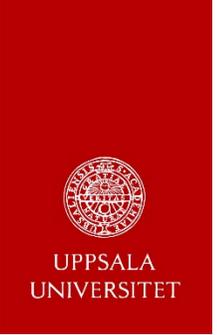
RECTOR PRO RECTOR

Advisors /councils to Rector on strategic prioritites

Innovation

Library

Disciplinary Domain of Humanities and Social Sciences

Disciplinary Domain of Medicine and Pharmacy

Disciplinary Domain of Science and Technology

VICE-RECTORS

FACULTIES

Theology
Law
Arts
Languages
Social sciences
Educational sciences

FACULTIES

Medicine
Pharmacy

FACULTIES

Science and technology

DEANS

Departments

Departments

Departments

HEADS OF DEPARTMENT

UPPSALA UNIVERSITET
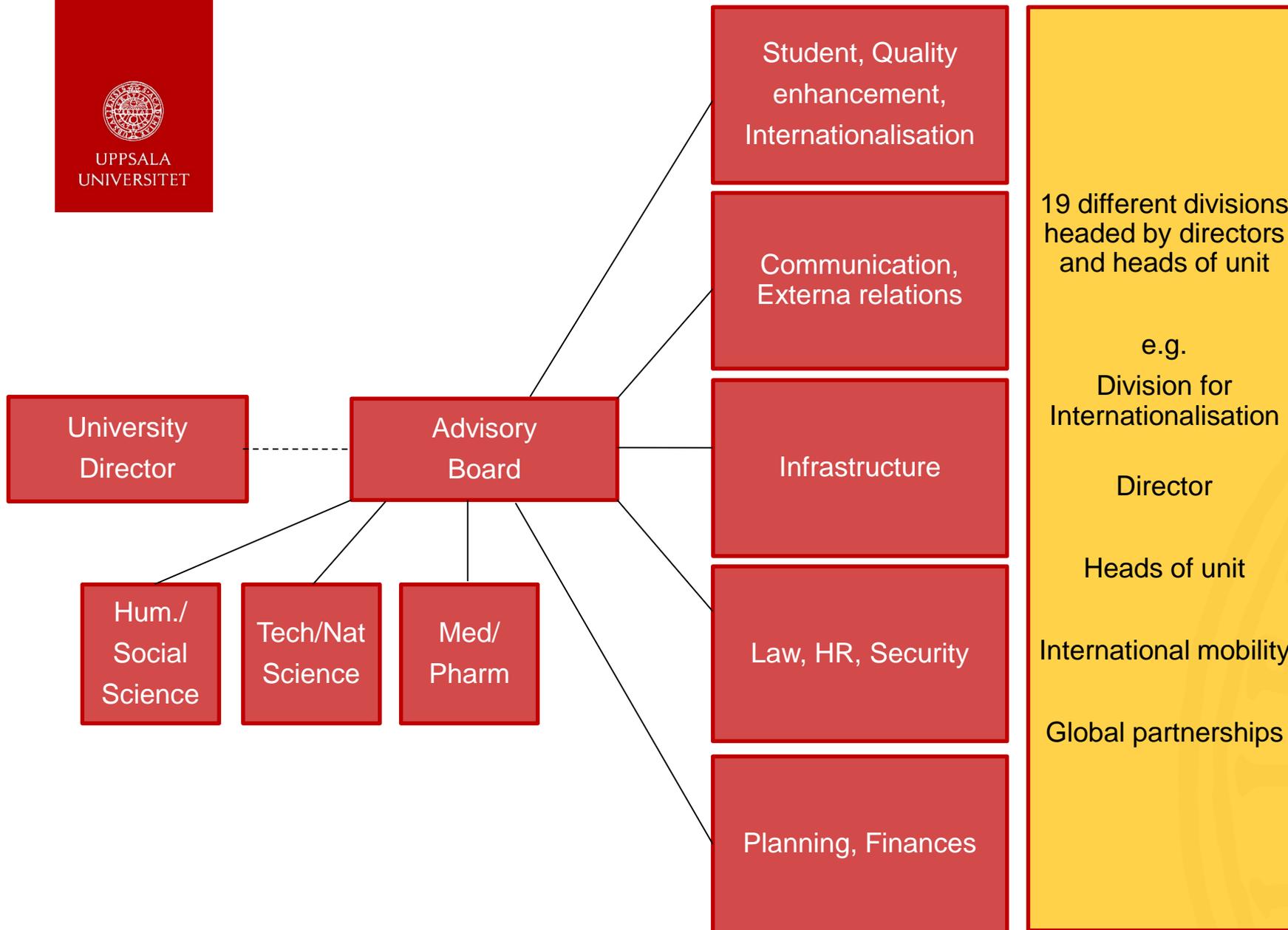
Organisation/
GOVERNANCE

Centralised / decentralised

Internationalisation at UU is a dynamic process – there is a give and a take, or a push and a pull between initatives on a local level (departmental/faculty level) and on a central level. This dynamic, if navigated well, is a postive and indeed necessary dynamic that will help improve the implementation of internationalisation at UU.

Division for Internationalisation
Director: Erika Dabhilkar

Promote internationalisation in education, research and collaboration

Coordinate and support the university-wide work on internationalisation and form the secretariat for Int council

Coordinate and support university-wide networks, partnerships and regional representation abroad

Develop, administer and inform about various programs, tools and activities for international cooperation and exchange

Responsibilty for the management of university-wide international cooperation and exchange agreements

Responsibilty for operational support - international student recruitment

Responsibility for university-wide education information in English

Unit for Global Partnerships
Head of unit: Gustaf Cars

International collaboration and capacity building projects (research, education and collaboration)

Erasmus+ International credit mobility
Erasmus+ Capacity building for higher education
Erasmus+ EUN (ENLIGHT)
STINT

Examples on ongoing projects:
SASUF
MIRAI
ACCESS
EASTEM
LISTO
SKILLMILL
EVENT
TOOLKIT

Unit for International Mobility
Head of unit: Matt Greig

Student mobility = physical movement						Staff mobility = physical movement
International student recruitment (collaboration with Comm) Operational support throughout application process Support for program coordinators Education information in English						Intra-/outside EU Scholarships (teaching or development)
Exchange Studies	MFS LP	Practical placements	Summer-schools	MoveOn	Staff week	

Officer on duty

Interationalisation is about people

- It is about finding your champions
- It is about finding out about existing activities/actions and building on them
- It is about working out why people don't want to get involved and maybe… maybe… changing their mind
- It's about making small differences – it doesn't matter if you recruit 10 students or 10000

We have a very concise strategy

- International cooperation and exchange will be deepened
- Internationalisation will drive quality and enhance skills
- The University will be an attractive choice for teachers, researchers and students from all over
- the world

It is up to us to make our own strategic context

- Just as internationalisation itself is decentralised so is the strategic aspect
- Same advantages and disadvantages
- Primarily:
  - Increased ownership locally
  - Decreased strategic alignment

Strategies and management of mobility programs (eg. partner search, agreements, databases, projects)

- Why should we even have partnerships or participate in programs?
  - Foundation of more "advanced" bilateral and multilateral partnerships
  - Allow a greater/broader offering of courses
  - Create an arena for internationalsation at home
  - Not just exchange studies!
  - Intercultural competence does not just magically occur

Strategies and management of mobility programs
(eg. partner search, agreements, databases, projects)

– Choosing partners

- Current partners: complement or compete
- Look at the pool of potential recruits
- Related subject areas
- Ranking
- Proactivity
- Preparatory visits

Strategies and management of mobility programs
(eg. partner search, agreements, databases, projects)

- Sustainable agreements
  - In a mobility perspective
    - Mutual interest
    - Start small and allow growth
    - Involve teaching staff
    - Involve administrative staff
  - In an organisational perspective
    - Assign a coordinator
    - Build support/increase buy-in within your own organisation
    - Clear administrative structures at your partner

Strategies and management of mobility programs
(eg. partner search, agreements, databases, projects)

- Different types of agreements
  - Main takeaway: Identify a partner, *then* identify the best agreement form
    - Erasmus KA103
    - Erasmus KA107
    - Nordplus
    - Bilateral (non-EU program)
    - Linnaeus-Palme
    - Erasmus Mundus
  - Choose level
    - University-wide/faculty-wide/departmental
    - EU-program/non-EU program
  - Tools:
    - MoveON; Ladok; EWP

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The ABCs of MoUs and SEAs

- Note: It is the content that is important, not the name!!
- Memorandum of Understanding
  - Not legally binding
  - Not strictly necessary
  - Doesn't really *do* anything
  - But can make future collaboration easier to "sell in"
- Student Exchange Agreement
  - It is legally binding
  - It is necessary to exchange students, and even staff
  - The challenge: you are navigating two different legal frameworks!
  - Solution:
    - Remove as much as you can
    - Only include clauses you can actually deliver on
    - If you need to choose a neutral third party to solve disputes (eg Swiss courts)
  - Build in flexibility
  - Be prepared to be open about how you would prefer to do things

A little bit about courses and internationalisation tools

- Courses taught in English
  - Quality not quantity
  - Supply/demand – what are you offering vs what do your students want to take
  - Flexibility vs "packages" – it can be beneficial to create ready-made "packages" of courses for certain key student groups
- MoveON (database)
  - You've got to keep your data somewhere!
  - More data = greater need to keep track of it
  - You don't need a fancy system like MoveON – you can get away with a well structured Excel document, and a simple online application form.
  - Spending time structuring your data will be useful *if* you decide to invest in mobility management software in the future

It is a database and an archive
You can work with data, describe and archive everything and anything related to internationalisation. You can document agreements and processes.

It is an information collection system
Students/teachers etc can fill in information line, upload documents etc. The information material can then be handled in the database
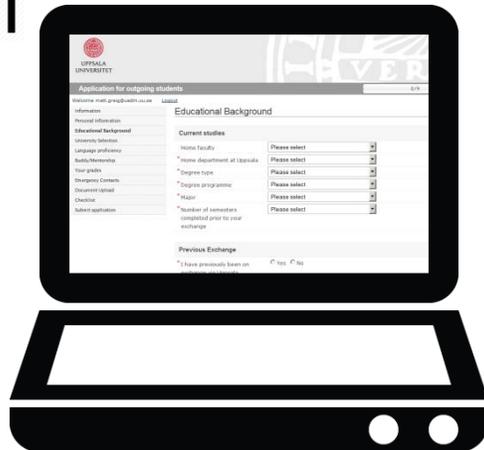
It is a web publication tool
Via the "map" you can show inforamation for external users

Exchange students

- Centralised/Decentralised
- 1400-1500 incoming students
- 800-900 outgoing students
  - This *should* be balanced…
  - We count in semesters, not students, so the balance is not too bad
- Approx 800 agreements (SEA)
- 250 agreements/year that are actually used

Degree-seeking students

- Masters/bachelor (2 year, 1 year, 3 year)
- Fee-paying/ non-feepaying

International recruitment at UU

- Started in 2011, when tuition fees were introduced for non-EU student.
- Small team, with small resources to begin with.
- Somewhat conservative approach.
- Integrated team, working with both recruitment and student súpport.
- 6 team members, but not all work full-time.

International programmes

- Around 100 international Master's programmes, including all specializations.
- 4 international Bachelor's programmes.
- National application portal: www.universityadmissions.se
- Admission only to the fall semesters.

Progress so far

- Constant increase in applicants and admitted students per year, around 10-25 % per year.
- Fall 2018: 550 fee-paying students, plus around 4-500 EU students.
- Fall 2019: 2550 international students admitted.

Key words for our recruitment team

- Friendly and approachable.
- Always correct information, not trying to "sell" an education at any cost.
- We don't need more applicants, but we do need the right applicants.

Plans for the future

- Finding the best applicants.
- More evaluation: Calculating the return on investment on activites.
- Finding more ways for applicants to get in touch with current students.

Communication

- UU has a project manager for communication
- Focus on internal communication in addition to external communication
- Designated team members with expertise in communication tools – social media, design and layout, webinars, customer relation management systems
- All team members expected to be comfortable holding presentations in English and Swedish

Internal communication

- I think this is something we do a little differently and worth looking at – the rest isn't that exciting!
- Comprehensive internationalisation and decentralisation require that we work internally, before we get our message out
- Intranet – information
- Internal training days
- Onboarding new staff
- Mailing lists
- Contact with key people
- Being able to help, not just asking for help
  - Presenting a "toolkit" of services and skills we have to help others reach their own internationalisation goals
- Balancing our communication even within the unit
- Investigating and implementing new tools – Padlet, Zoom drop-in, Paloma (Mail Chimp), Menti…

Crisis management - structure

- Crisis management team (key players at UU)
- TIB – on-duty officer, available 24/7
- Crisis groups (locally)
  - Our representatives:
  - Student mobility (exchanges), student recruitment, head of unit (me!), head of division (Erika Dabhilkar)
  - The crisis group is activated when necessary

Crisis management – in practise

1. Locate all students/staff
2. Identify coordinators (at UU) for all students and staff.
3. If time allows, ask coordinators to contact their respective students/staff and check up on their well being. Report back to crisis group
4. If time does not allow the above, contact students/staff directly (cc to coordinators)
5. Keep track of all answers
6. Report back to crisis management team
7. Implement next stages if necessary – repatriation/insurance; psychological help and other crisis support
8. After the event evaluate the performance of the crisis group and identify areas of improvement

Questions?

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