



Tempus Project

**Modernisation of Institutional Management of
Internationalisation**

MIMI

Internationalization at a glance

Maria Sticchi Damiani

SAPIENZA, Rome

13 October 2014

Definitions

Internationalization can be defined as:

“the process of integrating
an international, intercultural or global dimension into the
purpose, function or delivery of postsecondary education”
(Knight, 2003)

and

“the process of integrating
the institution and its key stakeholders – its students, faculty
and staff – into a globalized world” (Hawawini, 2011)



In terms of both practice and perceptions,

- ***internationalization*** is closer to the well established tradition of international cooperation and mobility and to the core values of quality and excellence,
- ***globalization*** refers more to competition, pushing the concept of higher education as a tradable commodity and challenging the concept of higher education as a public good”.

(Van Vught, van der Wende, and Westerheijden



Components of internationalization

- ***Internationalization at Home:***
activities that help students, staff and employees develop international understanding and intercultural skills in their own institution.
- ***Internationalization Abroad:***
all forms of education crossing borders, mobility of students, teachers, scholars, programmes, courses, curriculum, projects.
(Knight, 2006)



Main features of internationalization

1. **Internationalization** is not a goal in itself but **a way to enhance the quality of research and education** and their contribution to society
2. Internationalization is **a comprehensive process** that can be developed by using several approaches or paradigms
3. The core of internationalization **concerns research, the curriculum and the teaching/learning process**
4. The key elements of internationalization at the programme level are **learning outcomes and competences.**



Internationalization strategies

1. Raise awareness in the institution and develop consensus on internationalization policies

- Make institutional leaders aware that internationalization policies will enhance the quality and reputation of the institution
- Open a broad debate with teachers on the advantages of internationalization policies for teaching/learning and research
- Sensitize students on the opportunities that internationalization policies can offer to them



2. Identify the objectives that are most appropriate to the institution, e.g.:

- Designing programs that can enable students to acquire international competences and become employable in other countries, also (but not necessarily) through periods of study abroad. Identifying subject areas, programme levels, etc..
- Developing cooperation agreements with suitable international partners for different activities, such as: teacher/student mobility, joint research projects and joint programmes. Identifying countries, institutions, subject areas, etc..
- Attracting international students, teachers and researchers from abroad. Identifying subject areas?



Tempus



SAPIENZA
UNIVERSITÀ DI ROMA

3. Develop a strategic plan for the institution:

Define:

- Specific targets
- Timing
- Sources of funding
- Performance indicators
- Any other useful aspect

Main areas of intervention

A. The institution

B. Students

C. Teachers

D. Educational programmes

E. Research



A. The institution

Organizational structure:

- an academic committee for strategic planning and academic implementation, and a suitable administrative structure for the management of international activities
- an adequate information system for data collection, monitoring and evaluation
- transparency tools for international use in all departments (e.g., ECTS course catalogue in a widely spoken language)



B. Students

*Cooperation agreements with partner institutions to
a) send mainly Master and Ph.D. students abroad
for periods of study or placement, to be integrated
into home studies*

This means:

- flexibility of home degree programmes
- academic cooperation with host department
- optimal planning of the period of study abroad
- full recognition of students' achievements



*Cooperation agreements with partner institutions to
b) host international students for periods of study or
placement*

This means:

- offering attractive international and/or joint programmes
- making the institution's academic activities visible and understandable at international level
- providing opportunities for learning the local language
- offering adequate administrative and tutoring services



Going deeper

Recognition of periods of study abroad

It is suggested to:

- Develop and approve a programme of study abroad for a semester or a year (about 30 or 60 ECTS credits), including an adequate number of units at the appropriate level, with similar, complementary or coherent learning outcomes in relation to the curriculum of the home institution.
- Recognise all the credits gained abroad for the approved programme and transfer them into the home curriculum, as a substitute for an equivalent number of credits, in order to satisfy the qualification's requirements.
- Avoid one-to-one recognition of single units, as curricula in different countries seldom provide units with compatible learning outcomes and equivalent credits.



C. Teachers

Incoming international teachers

- teachers with international education and experience for a full course in a degree programme
- visiting scholars for short periods of teaching and research, generally from partner institutions on the basis of cooperation agreements



Outgoing teachers

- for a full course in a degree programme abroad
- as a visiting scholar for short periods of teaching and research, generally to partner institutions on the basis of cooperation agreements



D. Educational programmes

International programmes

designed and organized by the institution in order to attract international students, aiming at the achievement of international competences/ learning outcomes, generally taught in an international language, with the contribution of international teachers



Joint programmes

jointly designed and organized by two or more institutions of different countries, taught in various places, in one or several languages, always including student mobility and awarding a joint or double degree



An outcome-based approach to programme design – Tuning ten steps

1. Determine need and potential
2. Define the program profile and the key competences (generic and subject-specific)
3. Formulate the program learning outcomes
4. Define the credit structure of the program
5. Identify competences and formulate learning outcomes for each course unit/module



An outcome-based approach to programme design – Tuning ten steps

6. Determine the approaches to teaching, learning and assessment
7. Check whether the key generic and subject specific competences are covered
8. Describe the program and the course units
9. Check balance and feasibility
10. Implement, monitor and improve



Going deeper

1. Joint curriculum design: the academic role

- Identification of an academic/professional profile required at international level and description of the desired learning outcomes of the programme
- Decision on the type of qualification/diploma to be awarded
- Agreement on contributions from single partner institutions, based on the strong points identified in each of them
- Definition of the credit structure of the program, possibly based on a common module size, and indication of mobility plans for students
- Choice of language(s) of instruction
- Development of common procedures for QA.

2. Joint programme management: the administrative role

- Common procedures for student recruitment, registration, fees, as well as for awarding double/joint diplomas
- Parallel provisions in each institution of
 - financial support to the organization of the programme
 - adequate teaching/learning facilities
 - tutoring, social integration, teaching of the local language
 - housing and other student services



E. Research

Agreements with partner institutions or departments:

- *to develop joint research projects*
- *to bid for funding from international sources*



THANK YOU

