



INTERNATIONALIZATION MANAGEMENT MODEL

Presentation of Final Draft

Matching Exercise & Tuning Internationalisation Goals to Practice

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Report Content

1. Diagnosis of MIMI partner universities (based on WP1 results, matching exercise, desk research and site visits)
2. General assumptions
3. Framework Internationalization Management Model (description)
 - 3.1 Model for Managing Partnerships and Networks
 - 3.2 Model for Managing Promotion and Marketing
 - 3.3 Model for Managing International Research
 - 3.4 Model for Managing International Studies and Exchanges
 - 3.5 Model for Managing Institutional Support (incl. Organization, Human Resources and Financing)
4. Quality Assurance and Performance Monitoring
 - 4.1 Performance Monitoring
 - 4.2 Quality Assurance
5. Implementation schedule
6. General recommendations
7. Literature / References

Diagnosis - preparations

To identify the needs and current status in the field of internationalization, the following activities, being part of WP1 as well as WP2 have been performed:

- So-called **Scoping Questionnaire**, prepared by CHE-Consult and addressed to the management, academic staff, students, alumni and parents has been sent to all partner universities. After it had been returned, a detailed analysis of their responses was done by CHE-Consult
- All partner universities have been asked to prepare so-called **Internationalization Policy Statement (IPS)** in order to assess their current status and to identify strategic goals in the field of internationalization.
- **Round Table** grouping of all partner universities and European partners has been organized at Sapienza University in Rome. The moderated discussion unveiled some of the new problems and needs.
- **Site Visits** by European partners have been organized at Princess Sumaya University of Technology, Yarmouk University, Ibn Tofail University and Lebanese University. Interviews at MUBS and Abdelmalek Essaâdi not yet decided.
- **Desk Research** i.e. review of websites, Internet, other available materials.

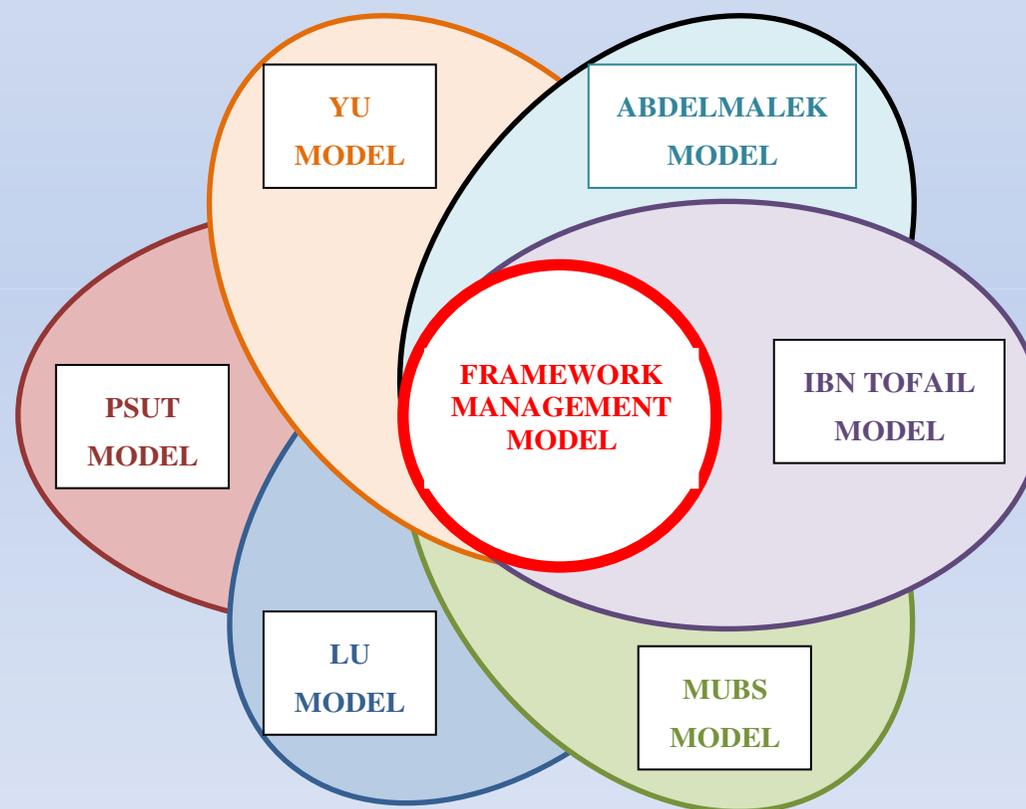
Diagnosis – Main Conclusions - 1

- All partner universities are **fully convinced of importance of internationalization** process in terms of teaching, research and institutional support.
- Their **motivation factors** and drivers for internationalization are mainly:
 - Need for better visibility of the university on Higher Education scene
 - Chances to upgrade their research (volume and quality)
 - Need to improve their teaching process
 - Better preparation of their students for the challenges of labor market
 - Need for extra funds coming from international projects.
- All except one **do not yet have internationalization strategy** in form of independent document or as a part of the university development strategy.
- All partner universities seem **not to be yet fully prepared institutionally** to cope effectively with future challenges in the field of internationalization. Allocation of dedicated staff and other resources is not up to their needs in this regard.
- In all cases, the **international mobility of students and staff is one of their top priorities**. However, communications with the students and academic staff in this regard seem to be rather insufficient.

Diagnosis – Main Conclusions - 2

- Another top-ranked priority is full (or partial) **internationalization of curriculum**, parallel to **teaching of foreign language** (-es).
- All partner universities are fully convinced that **internationalization of research** (research with international dimension) is an indispensable and highly demanded factor in their research activities.
- In all cases, the **European Union** with all educational (Erasmus+) and research (Horizon 2020) programs is being seen as the **most strategic partner** in the field of international activities.
- Almost all of them identified a number of **limitations and obstacles** not allowing at the moment for the progress of the process. The most important are:
 - Lack of funding; not sufficient budgets for international activities
 - Political situation in the region (in their neighborhood)
 - Lack of professionally trained staff for organizing the process properly
 - Lack of awareness on opportunities addressed to their countries by EU
 - Lack of reliable and really cooperative partners (in the region and worldwide) ready to exchange good practices
 - Insufficient communications between students and academic staff and between the management and academic staff.

Concept of Model - 1



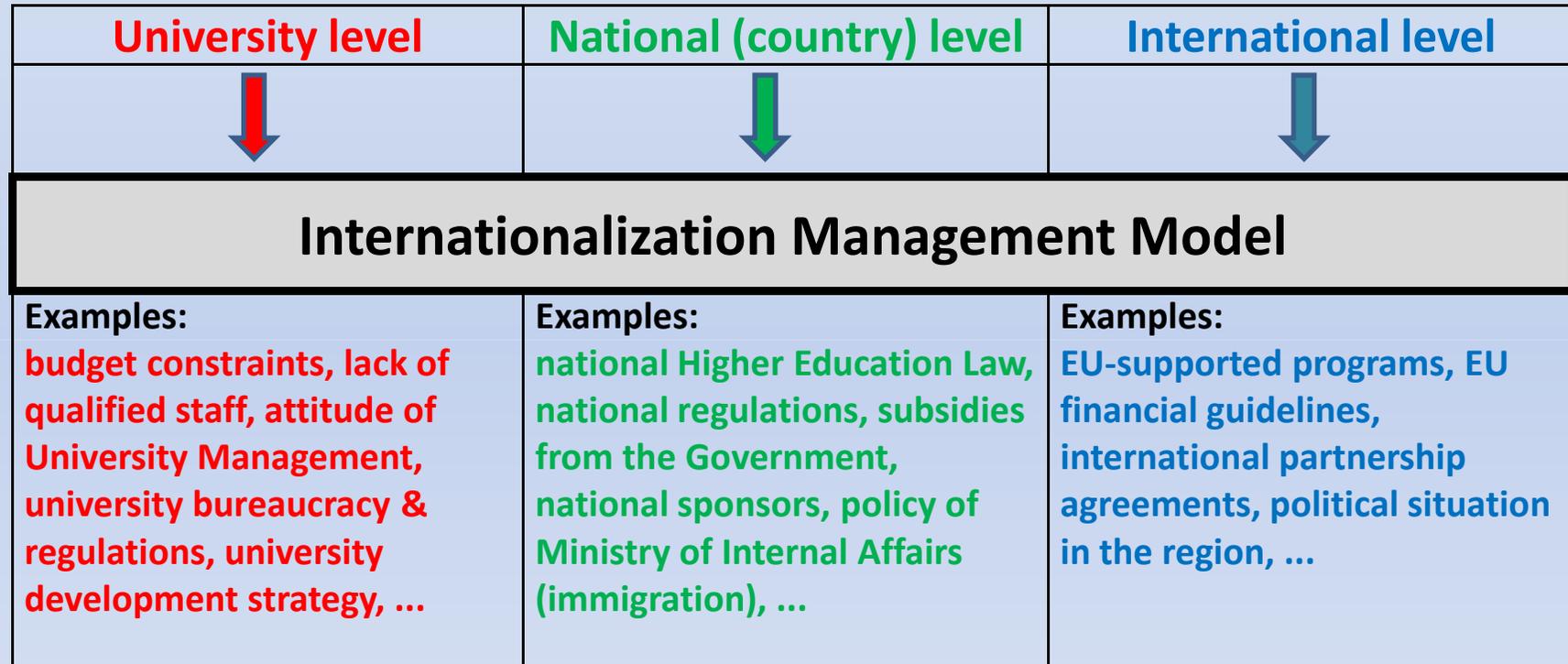
Concept of Model - 2

The Framework Internationalization Management Model is composed of five basic modules:

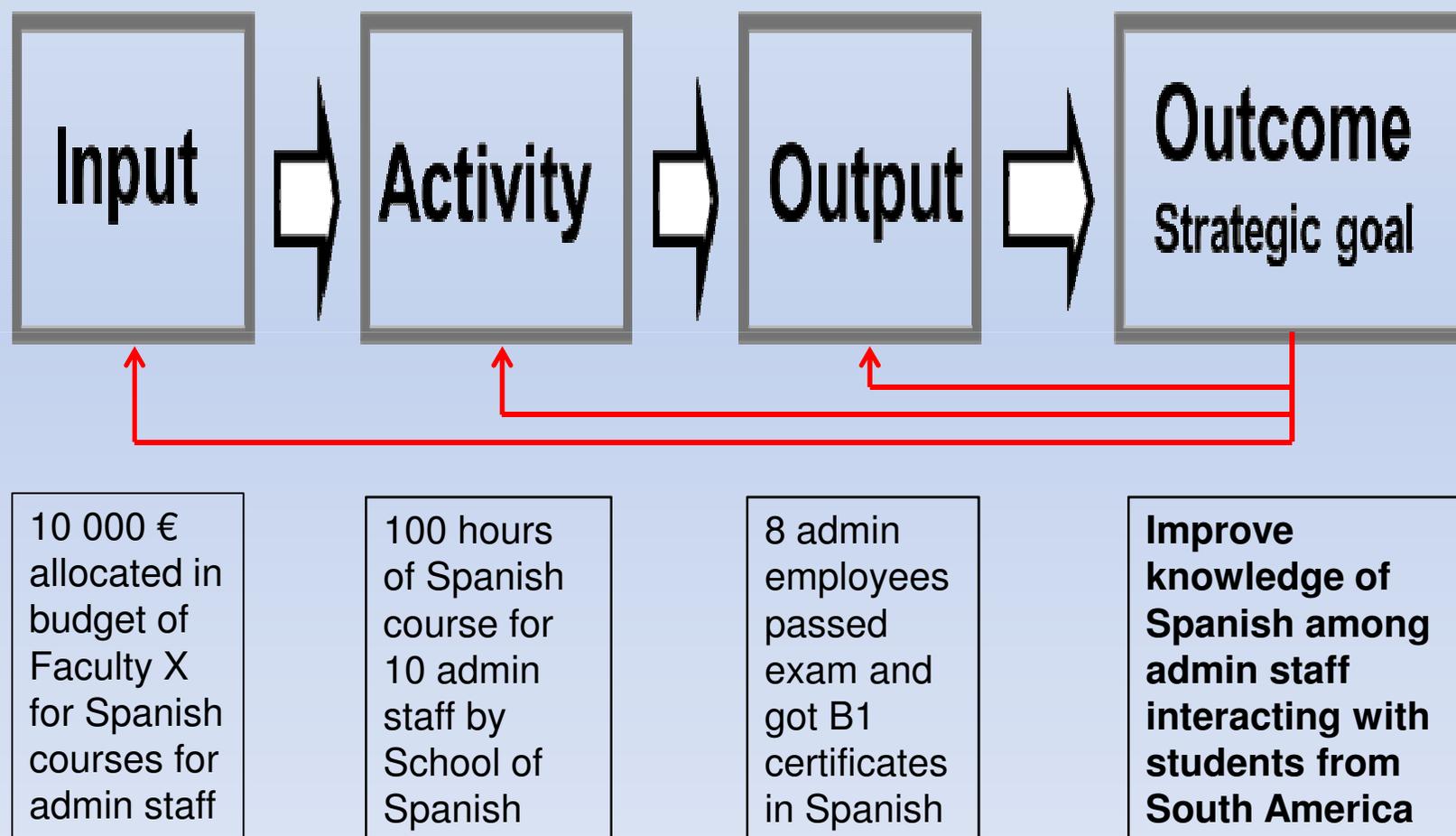
- **Managing Partnerships and Networks**
- **Managing International Promotion and Marketing**
- **Managing International Research**
- **Managing International Studies and Exchanges**
- **Managing Institutional Support (incl. Organization, Human Resources and Financing).**

These modules relate to activities common to all partner universities.

Concept of Model - 3



Planning international activities



Workshop 1

Participants:

6 groups (PSUT, YU, LU, MUBS, UAE, IBTU); in each group 1-2 persons from EU participating universities / organizations.

Definition of Task:

- Analyze the content of Table 1 in the Report with relation to your University.
- Check / verify if activities marked in the Table are corresponding with what you are really doing at your University.
- Make changes (**remove or add**).
- Produce short (1-2 sentences) explanation to justify the introduced changes.

Time to complete exercise: 20 minutes

Workshop 2

Participants:

3 mixed groups (only 1 representative of each partner University in the group);
each group selects one „reporter” to report opinion of the group

Definition of Tasks:

Group 1 – read Chapter **3.1 Model for Managing Partnerships and Networks**

Group 2 – read Chapter **3.3 Model for Managing International Research**

Group 3 – read Chapter **3.5 Model for Managing Institutional Support**

All Groups: Discuss the approach presented in the Report / Criticize / Think what should be added / Make suggestions based on experiences from partner Universities / Present your opinion (the „reporter”).

Time to complete exercise: 30 minutes + 3x5 minutes for „reporters”

General recommendations - 1

- Internationalization is a comprehensive (all-embracing) process that requires University's commitment as a condition for success and sustainability. Four factors are essential to make the process well progressing: **Strategy**, sufficient **Funding**, efficient **Institutional Support** and dedicated **University Management**.
- Internationalization process must be seen and noticed from the perspective of all activity areas of the university (Teaching, Research, Institutional Support, Students).
- The Plan / the Strategy has a chance for successful implementation only if there is a general consensus on internationalization process across the university (University Management, Faculty Deans, Faculty Staff, University Administration and Student Organizations). The level of acceptance grows as benefits and outcomes of internationalization are becoming more visible and obvious to the university society.
- Internationalization is a costly process. The return on that "investment" is possible in different (tangible and intangible) forms if the process is complete and well planned. The funding of internationalization process implementation is a sensitive issue and not always properly resolved.
- So-called „sponsors" or "champions" (influential authorities at the Faculties and Administration) are highly needed to push the process through.

General recommendations - 2

- The process should not be fragmented to isolated “islands” at the university. Even at the very beginning it has to be seen as a whole (comprehensive) university policy, expressed in the Internationalization Plan or the Strategy.
- The university regulations and procedures are not always in line with international standards and guidelines (e.g. guidelines of EU programs like Tempus or Erasmus+). That is why the owner of internationalization process has to be equipped with a reasonable autonomy and appropriate power of attorneys. It is not recommended that the ownership of internationalization process is allocated with school’s Administration.
- The fascination with numbers (volumes) is not a correct approach. It creates a risk of lower quality of process outcomes. A strong focus on numbers only results quite often with unwanted results if the strategic outcomes are forgotten.
- It is important that ethical standards are fully observed when implementing the process. There are negative examples in this regard, especially in the sensitive areas related to the process like recruitments by agencies abroad, lowering quality standards in admission procedures or leaving foreign students with no proper support.
- The phenomenon of commercialization of internationalization process is an undisputed fact. At many universities worldwide the meaning of internationalization is equal to educational business. Such an approach is leading to negative results in longer perspective.

Thank you for attention

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