

## **MIMI:**

# Implementation status of the roadmaps to internationalisation

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October 2016

## Structure of the presentation

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- **Why implementation status?**
- **Results per HEI**
- **Overall results**

## Why implementation status?

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- The roadmaps were put in place for some time now
- Before the end of the project checkup
- Showing progress made in the last months
- Identifying common implementation obstacles to support future implementation

## Results per HEI

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### General

- By September 29<sup>th</sup>, the the 2 Lebanese HEIs (LU and MUBS) and the 2 Moroccan HEIs (IBTU, UAE) had delivered
- No feedback from the PSUT until closing of analysis

# MUBS - Modern University for Business and Science

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- In priority 1 (internal implementation, structures, etc.)
  - one out four goals fully achieved
  - Overall status 67.5% achieved
  - In all aspects at least 50% achieved
  - Main obstacles for deeper implementation:
    - Priorities are always changing with the fast evolving Lebanese H.E. industry
    - Programme development and online presence need more time

# MUBS

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- In priority 2 (exchange students, international students, staff)
  - Two out four goals fully achieved
  - Overall status 75% achieved
  - In all aspects at least 50% achieved
  - Main obstacles for deeper implementation:
    - National instability problem
    - Website information for incoming students needs improvement
    - Implementation of marketing plan in progress.
    - Incoming students often denied internships, placements, and other opportunities that would enhance their employability.
    - high cost of living in Beirut (ranked in the highest 5 in the Middle East)

- In priority 1 (internal implementation, structures, etc.)
  - No goal fully achieved
  - Overall status 38.3% achieved
  - One goal with 70%, 2 with 50% and 2 with 30%, one without progress
  - Local coordinators launched (no.5 mentioned but not found in list)
  - Main obstacles for deeper implementation:
    - Creating the IRO and structuring it took more time than planned
    - Lack of unified vision for all faculties
    - Lack of financial support and cuts of budgets from the ministry of finance due to economic crisis
    - Started to implement decentralised IRO at faculty of Engineering

## LU – Lebanese University

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- In priority 2 (exchange students, international students, staff)
  - No goal fully achieved
  - Overall status 43.3% achieved
  - One with 30% and 2 with 50% achievement
  - Many faculties have implemented their ECTS system
  - Main obstacles for deeper implementation:
    - need some time to improve our activities
    - working on international promotion, implementation of marketing plan in progress
    - developing the international network



- In priority 1 (internal implementation, structures, etc.)
  - One goal fully achieved
  - All others at 70%
  - Overall status 76% achieved
  - No main obstacles for deeper implementation mentioned

# IBTU - Université Ibn Tofail

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- In priority 2 (exchange students, international students, staff)
  - All goals fully achieved
  - Overall status 100% achieved

# UAE- Abdelmalek Essaâdi University

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- In priority 1 (internal implementation, structures, etc.)
  - Two goals fully achieved
  - The two others at 70%
  - Overall status 85% achieved
  - No main obstacles for deeper implementation mentioned

# UAE- Abdelmalek Essaâdi University

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- In priority 2 (exchange students, international students, staff)
  - All goals fully achieved
  - Overall status 100% achieved

# YU – Yarmouk University

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- In priority 1 (internal implementation, structures, etc.)
  - One goal fully achieved
  - Overall status 64% achieved
  - main obstacles for deeper implementation:
    - IRO just established (approved in May and started working in Sep 2016); own budget in 2017
    - university's internationalization website, one of the MIMI project's milestones, lacks some updates as well as translation to English
    - admission of international students currently managed by registration department for undergraduates / dean of graduate studies; exchange and short-stay international students managed by IRO

# YU – Yarmouk University

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- In priority 2 (exchange students, international students, staff)
  - No goal fully achieved
  - Overall status 64% achieved
  - main obstacles and next steps for deeper implementation:
    - recruitment of new qualified staff members in process: planned for 2017
    - incentives for publications /conference participation to be endorsed by university councils; annual research award for best research colleges in the university as an extra budget for conferences in strategic plan
    - impact next year; participation in international projects considered in academic promotion; calls for international projects and to invite speakers to give workshops and participate in info-days of these programs
    - current percentage of international students relatively good; marketing continues; international students get priority in admission; offer of short-stay scholarships
    - expansion of English taught and joint programs included strategic plan for 2016 to 2020
    - two promotional programs under approval (attracting distinguished researchers and research incentives for publication in highly rated journals)

## Overall results

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- To expect 100% in all or even most goals unrealistic
- Status above 50% should be considered good
- Status of 0% should question the priority status: maybe not a priority?
- Typical obstacles:
  - For Lebanon: political instability, lacking institutional support, often coinciding with lacking financial support
  - For Morocco: nothing stated
  - For Jordan: timeline

# Overall results

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- Overall: UAE, IBTU, LU and MUBS have done well so far and mainly achieved the achievable in the given timeframe!
- Slight exception: strategy at LU might be considered a must and would need more emphasis