Capacity Building & Internationalisation

State Universities of Paraná

Leadership on Internationalisation

Internationalisation

AbouBakr Fathalla
Cardiff Metropolitan University
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Internationalisation Strategy

- Purpose
- Planning
- Strategic Priorities and Values

Purpose

- Academic benefits.
- Social and Cultural benefits.
- Political benefits.
- Economic benefits.
- Reflects international, intercultural and global perspectives.
- Embedded in strategic aspirations.
- Capacity to adapt to a dynamic environment.

Planning

- Review of current position.
- Review of government position. e.g UK
- Planning future activities.
- Outward vs Inward.
- Resources review.

- At home- promoting international and intercultural understanding, global citizenship and employability.

- Overseas- partnership, mutual learning, mutual development including TNE, research, enterprise and capacity building.

By chance or design?

- A long history of international activity.
  - Oxford University

- A shorter history of Internationalisation facilitated by strategic vision, leadership and management structures and procedures.
  - Cardiff Met

Strategic Values
Leadership and Management;

- Corporate Message that Internationalisation is a fundamental element of the Corporate Strategy.

- Integrated with all other Institutional Strategies.
  – Research, Enterprise, Innovation.

- Clear Steer from the top.
  – Leadership vision.

- Reflected in recruitment and progression criteria.
  – Student/ staff movement and engagement.

- Policy framework with clearly articulated procedures; strong emphasis upon quality assurance and risk appraisal.

- Articulation of Corporate, School, Department and individual action and performance targets.

- Collaboration between academic departments and units.

Strategic Objectives

- Enhanced student employability through the internationalisation of curricula
  - study abroad
- Promote the recruitment of international staff.
  – Diversity and creativity.
- A more balanced distribution of overseas students between Schools & programmes.
  – Conversions
- To expand TNE collaborative provision activity within a robust quality environment
  – Establishing international network
- To encourage international research activity To deliver enterprise services to non UK-based customers
  – PDR

What does it mean in terms of opportunities?

- Enhanced profile in a competitive local and international environment.

- Access to global markets and opportunities.

- Student recruitment and an additional source of income.

- Increased opportunities for collaboration and stronger funding bids.

- Capacity building via inward and outward knowledge transfer.

Cardiff Metropolitan University
The most valuable possession is knowledge

- Internationalisation is one of the five key elements of Cardiff Met's corporate strategy.

- The International and Partnerships Office is the hub for strategic development and engagement.

- Functions are integrated to provide exceptional international and TNE operations.

Internationalisation in practice

Key Facts

- International and UK universities.
  - The UK is the world second largest (13% of market) and fastest growing (6%p.a) provider of international education with UK's education exports being worth approx. £18bn.
    jisc

- Importance of international operations.

- Benefits for stakeholders.

- Future for international operations.

Why is TNE important?

- From the UK perspective
  - Academic collaboration.
  - Economical.
  - Social.
- From the Brazilian perspective
  - Outreach.
  - International Engagement.
  - Academic collaboration.
- Students
  - Exposure to different international opportunities.
  - To gain skills and techniques to become global citizens.
- Staff
  - Knowledge exchange opportunities.
  - Push boundaries of science.
  - Other opportunities
  - Regional International projects.
  - Connectivity with other TNE global networks.

Different Models of TNE

- Franchised model
  - A programme initially developed and validated for delivery at Cardiff Met and subsequently delivered at a partner institution.
- Validation model
  - A programme developed by the partner institution and approved by Cardiff Met to be delivered in the partner institution.
- Outreach franchise model
  - A programme developed and validated at Cardiff Met and delivered at an institution other than Cardiff Met through a combination of Cardiff Met and Partner staff.
- External Moderation
  - Cardiff Met provides quality assurance guidance and supports development with the TNE partner.

Scope of Internationalisation and TNE

- New areas of collaboration in academia, enterprise and innovation.

- Outward mobility for staff and students.

- Embedding international into curricula development.

- Various layers of collaboration; e.g. capacity building, joint research

- Students and Staff cross culture engagement.

Issues for consideration

- Human resources
  - Attitudes and expectations.
  - Staff capacity.
  - Workloads and prioritisation.
  - Staffing levels.
  - Organisational Culture and Priorities.

  - Organisational structure and governance.

  - Organisational capacity linked to financial and physical resources.

- Quality of home programmes.

- Ownership by home academics.

- Robust quality assurance and risk management systems.

- Investment in support mechanisms.

- Market review.

- High quality partners with appropriate capacity and resources.

- On going relationship management and staff development.

- Two way exchange of knowledge and experience.

- Enhanced student experience and student employability.

- Opportunities to influence policy and practice.

- Supporting Government's education, economic and development strategies.

- Fulfilment of corporate social responsibility and facilitating action towards the achievement of the post 2015 UN development agenda and Sustainable Development Goals.

Institutional Commitment and Structure

- Embedded in the vision of what defines the University.

- Managerial appointments *e.g. Pro Vice Chancellor and Associate Deans.*

- Committee Structure reporting to Governors *e.g. Internationalisation Board and Collaborative Provision Committee*

- Organisational Structure evidenced by the establishment of the International and Partnership Office.

- Interface with Quality Assurance frameworks.

- Promotion of Corporate identity.

Embedded in Organisational Values

- Recognition of and respect for differing cultural perspectives.
  - MENA region
- Willingness to learn from others e.g. evaluation of different approaches in countries.
  - SE Asia
- Curricular requirements linked to the validation and review process.
  - TNE in Greece and Singapore

- Learning and teaching strategy.
  - Flexibility and dynamic understanding

Strategic Vision and Action

- A clearly articulated Internationalisation Strategy.

- Establishment of measurable outcomes.

- Development of School Action Plans and Targets these in turn are reflected in Departmental and Discipline Action Plans.

- Internationalisation activity reflected in staff roles, workloads and performance review.

Internationalisation of Curricula

- Staff development.

- Learning, teaching and assessment strategies that enable the exploration of international, global and cultural issues.

- Action reinforced by quality assurance requirement e.g. articulation in programme documentation.

- Auditing of action.

- Emphasising the role of internationalisation in achieving learning outcomes and student employability.

Staff and Student Mobility

- Needs to be seen as a valuable activity by staff, students and the organisation.
- Development of a mobility culture
- Staff mobility linked to staff development and performance review
- Demonstration of outcomes including; scholarly activity, collaborative research, internationalisation of curricular, organisational profile raising
- Student mobility linked to learning outcomes, employability and student satisfaction
- Funding can arise from a number of sources e.g. internal resource allocation, external grants and scholarships, self funding

Cardiff Met and Internationalisation: Conclusion

- Multilayer cooperation with international partners.
- Capacity building projects.
- International mobility projects.
- HE reform.
- Global Citizens.
- Same standards and quality assurance across the entire TNE network.
- Risk management and support.

We have come a long way and are working to go much further

We continue to learn and explore new opportunities; the process has enriched the University

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Thank you.
Questions