

Tel Aviv June 2017

Workshop

“Internationalisation put into Practice”



Lay out of the afternoon

- What to expect from this afternoon
- Short introduction to strategic planning
- Introduction to use some tools – SWOT – Stakeholder analysis – Goals & Objectives
- Next steps for you



What to expect from today

- Awareness of importance of Strategic planning
- Identify the key components and processes necessary for a successfully integrated internationalisation plan
- Introduction to some of the elements in the SIP
- Decide for the next steps to be taken



What NOT to expect?

- You will not have a SIP at the end of the workshop
- You will not have all your problems solved
- And you will not avoid making mistakes along the process



Introduction to Strategic Planning



Strategic Planning

- What is strategic planning?
- Why is it useful?
- Benefits - WIIIFM?
- What strategic cycle do you normally use?
- What is normally used by HEI's regarding internationalisation?



What is strategic planning?



What is strategic planning?

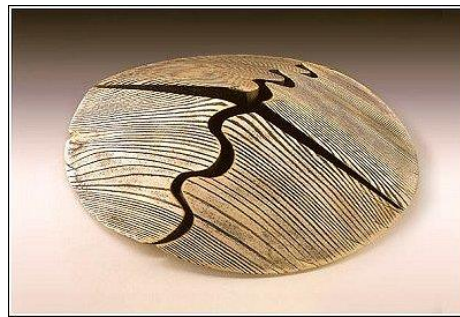
It is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue it.

A strategy describes how the ends (goals) will be achieved by the means (resources).



Why is a SIP useful?

- Establishes priorities and direction
- Support the vision
- We may agree or not, but it's what's decided upon
- You can refer to it why you do things



Benefits – WIIFM?

What would be the WIIFM for

- You?
- Institution?



RESULTS



YOU



Benefits – WIIIFM?

- You
 - Reason why you do what you do
 - It helps you to show what are the benefits for everyone involved
 - Something backing you up and legitimizing your actions



- Institution - Process
 - Feeling of ownership and belonging
 - Projection and visibility
- Institution - Results
 - Institution has one reference
 - Road map



The Strategic Cycle

- Many cycles – depending on the field
- Covers various aspects



The Strategic Cycle - example

Strategic Planning Cycle



The Strategic Cycle - example



The Strategic Cycle - example

3 LEVELS OF STRATEGIC PLANNING



Strategic planning – different steps

- Create *awareness, mission and vision*
- Diagnosis: SWOT, SOAR, PELSE, Stakeholder analyse
- From there Overall Strategic Issues
- Formulate Goals, Actions and KPI's
- Include ways to Communication and define right Timeline
- Include monitoring of progress, re-evaluate and correct



Today

Given the (short) time, in this workshop we focus on

- SWOT
- Stakeholders
- Actions and Objectives



Diagnosis phase

Where to start?

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"How boring."

Diagnosis phase

- What tools do you already know?



One of the most used: SWOT

- S trength
 - W eakness
 - O pportunities
 - T hreats
-
- Internal vs external
 - Helpful vs harmful



SWOT diagram

	Helpful to achieve the objective	Harmful to achieve the objective
Internal Attributes of the university	Strengths	Weaknesses
External Attributes of the environment	Opportunities	Threats





Activity

- Start with SWOT
- Pick one – S – W – O – T
- ...

At home

- Find colleagues and others (see next exercise) and
- Fill out the other parts



Other similar tools

- Peer, Competitor, Benchmark analysis
- PESTLE (political, economic, social and technological, legal and environmental)
- Scenario planning to analyze future scenarios
- Stakeholder analysis



Stakeholder analysis



Stakeholder analysis

is a process of identifying individuals or groups that are to affect or be affected by the SIP and sorting them according to their impact on the actions and the impact the action will have on them.



Benefits of stakeholder analysis

It helps to identify

- Stakeholders' interests
- Mechanisms to influence other stakeholders
- Potential risks
- Key people to be informed about the strategy during the implementation phase
- Negative stakeholders as well as their adverse effects during the implementation



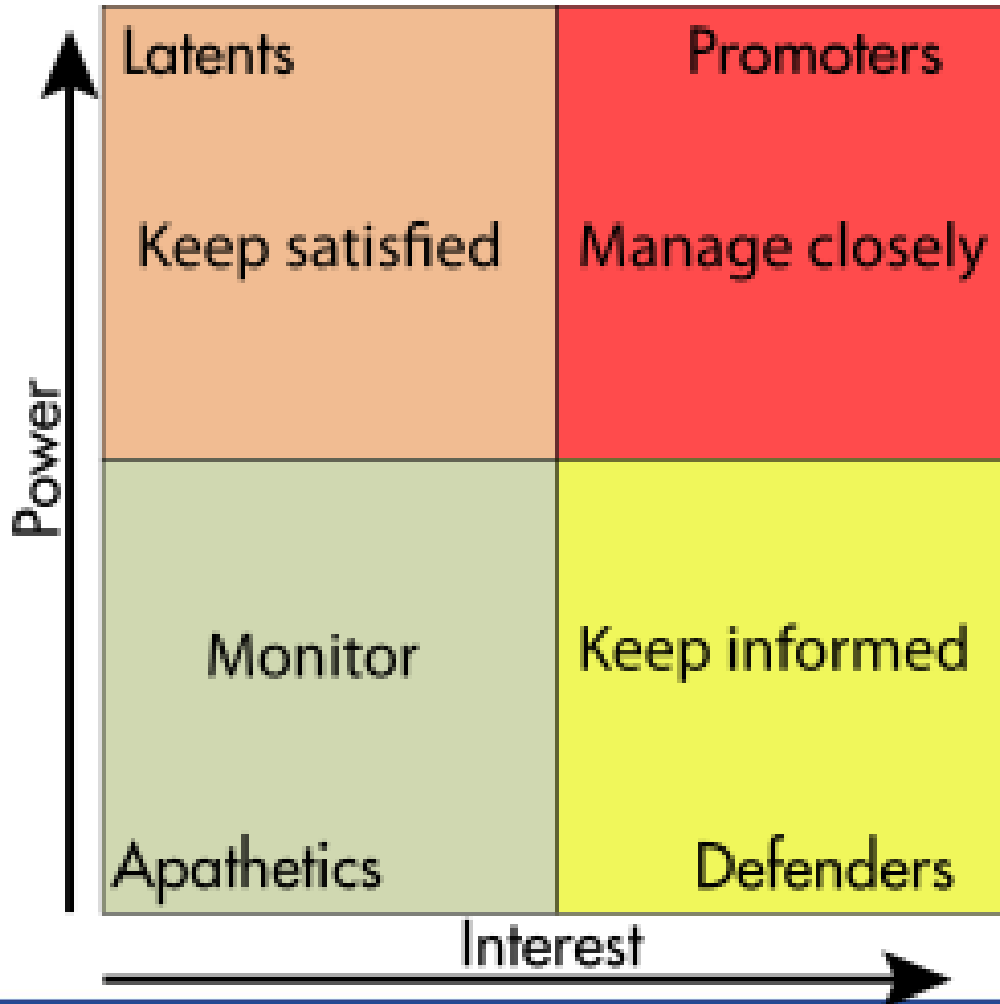
Stakeholders analysis

Helpful questions for types of stakeholders:

- *Who will be impacted by the strategy?*
- *Who will be responsible - accountable for the strategy?*
- *Who can support – obstruct the strategy?*
- *Who will be involved in the implementation of the strategy?*
- *Who will have decision authority on the strategy?*



Interest and Power of your Stakeholder



Stakeholders analysis

Dimensions

- Power (high, medium, low)
- Support (positive, neutral, negative)
- Influence (high or low)
- Need (strong, medium, weak)



Exercise



Find and define your stakeholders

From vision to objectives



Goals

- Realistic
- Pushing forward



GOALS

- Great challenges to achieve the vision of the institution.
- Broad , non-specific, undated statements.
- Various fields
- Few (3-5).
- Feasible, according to the SWOT or analysis exercise.

OPERATIONAL OBJECTIVES

- General actions aimed at finding the way to achieve each of the goals.
- All different, not correlated.
- Few (2-3 per goal).



Actions

- ✓ Projects with a set of individual or group activities needed to get to achieve the operational objectives
- ✓ Realistic
- ✓ They can be chained together and depend on each of the results of the previous (design-implementation...)
- ✓ Very few (1-3)
- ✓ With people responsible, resources and timing!





Activity

- You have your diagnosis
- You have your ...

Next step is

- Find appropriate goals
- List actions to achieve these goals
- Example from Tilburg University....



What are the next steps?

- What will you start as of tomorrow?
- What are the next steps, actions, recommendations, etc
- **Analysis** – stakeholders, swot etc
- What are **trends** within your context?
- Defining **goals**, objectives, KPI's and actions
- Communication
- Timeline
- Who do you involve



Thank you

More information

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European Association for
International Education

THE EAIE: WHAT CAN WE DO FOR YOU?

What is the EAIE?

The EAIE is the European centre for expertise, networking and resources in the internationalisation of higher education.

We are a non-profit organisation serving individuals actively involved in the internationalisation of their institutions.

Our members' area of expertise include:

- Access and Diversity
- Admission and Recognition
- Alumni Relations
- Business Education
- Cooperation for Development
- Employability
- European Programme Management
- Guidance and Counselling
- Health and Welfare Education
- Internationalisation at Home
- Language and Culture
- Marketing and Recruitment
- Mobility Advising
- Strategy and Management
- Summer Schools

The EAIE's activities



Conference
and Exhibition



Training



Resources



Projects &
advocacy

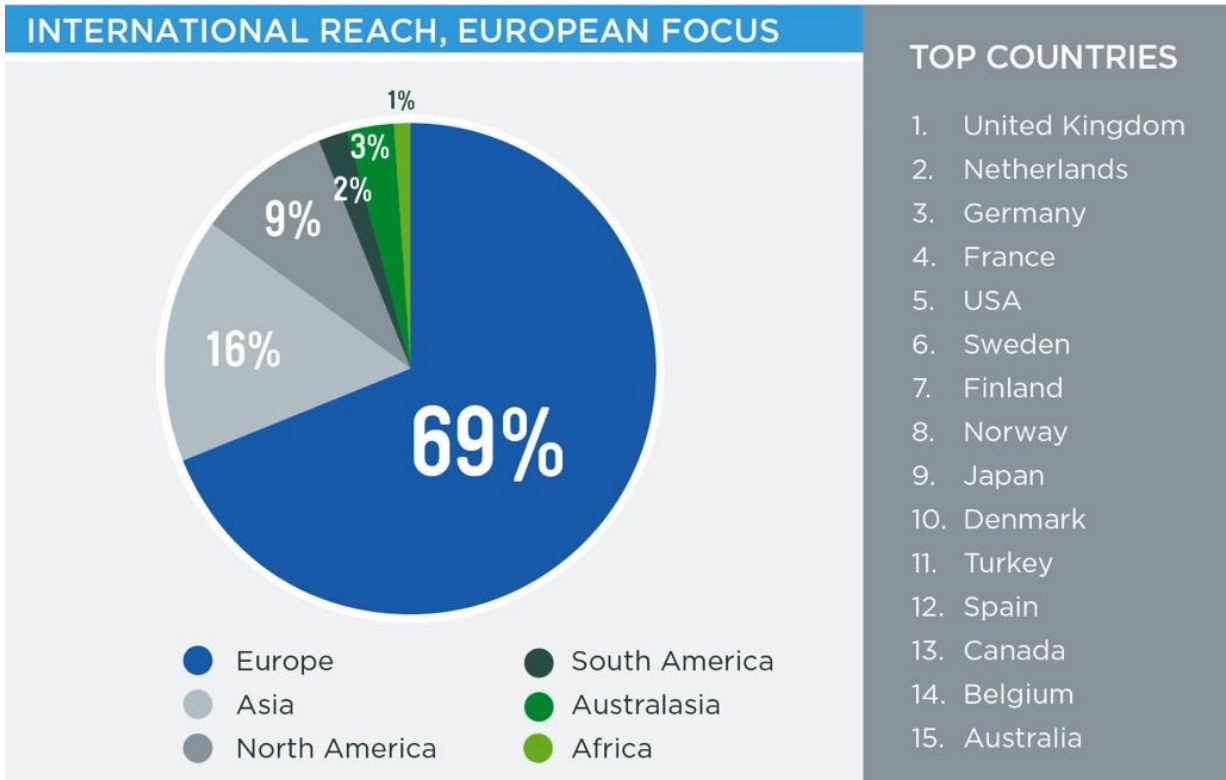
Annual Conference



- Largest international education conference and exhibition in Europe
- 5200 participants
- 80+ countries
- 240+ sessions and workshops
- 230+ Exhibition stands



Our audience



Training



THE EAIE ACADEMY



- In the city (spring and autumn)
- Webinars
- In-house

Training portfolio

- Admissions and accreditation
- Learning, teaching and curriculum
- Management
- Marketing and recruitment
- Learning and strategy
- Partnerships and networking
- Student experience

Participant Testimonial



“My EAIE Academy experience was invaluable. It was the perfect mix of interactivity and information!”

JOHANNA WALSH

International Marketing Manager, National
University of Ireland, Galway

Resources



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Website

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