



INTERNATIONALIZATION STRATEGY IN HEIS

Vered Holzmann

Tempus IRIS, Erasmus+ IN2IT

Internationalizing Higher Education Institutions Conference, 14 June 2017

STRATEGIC PLANNING



Tempus IRIS: Fostering Academic International Relations in Israeli Colleges to promote education, research and innovation

Erasmus+ IN2IT: Promoting Internationalization by Innovative Technologies to strengthen the capacities for teaching & learning, researching, and training



STRATEGIC PLANNING

- is about positioning (regional, national, international)
- is designed to strengthen and enhance the performance and quality of an institution
- is participative, dynamic and future focused
- is fundamentally a change process
- results in decisions and actions

BENEFITS OF STRATEGIC PLANNING

Strategic planning becomes a means to face current challenges, offering the opportunity to:

- ✓ Align the organization with its environment
- ✓ Establish vision
- ✓ Create a framework for future direction
- ✓ Set clear priorities
- ✓ Create a process for implementation and review
- ✓ Develop criteria for resource acquisition and distribution
- ✓ Benchmark with good practice
- ✓ Build credibility in a competitive environment
- ✓ Take greater control of events
- ✓ Build a stronger organizational culture

THE STRATEGIC PLAN

- Timeframe
- Vision & Mission
- SWOT Analysis
- Strategic Goals
- SMART Objectives
- Work Plan
- KPIs (Key Performance Indicators)

THE STRATEGIC PLAN

Timeframe

The timeframe for strategic plans is often **3 - 5 years**.

A **dynamic strategic plan** evolves by responding to changes in the organization and in the environment.

It elicits dialogue and can be continually refined and improved.

THE STRATEGIC PLAN

Vision & Mission

A **vision** statement describes the **desired future position** of the institution.

A **mission** statement talks about **how** you will get to where you want to be.

The vision and mission strategy - The college's internationalization vision is to become a leading academic institution in Israel, who offers advanced international curricula for a wide audience and promote international activity among its faculty

n and



THE STRATEGIC PLAN

SWOT Analysis

A useful technique for understanding your **Strengths** and **Weaknesses**, and for identifying both the **Opportunities** open to you and the **Threats** you face.

By looking at yourself and your competitors, you can define a strategy that helps you distinguish yourself from other HEIs, and exploit your **competitive advantages**.



THE STRATEGIC PLAN

Strategic Goals

The general anticipated results of internationalization.

Examples:

- To extend individual, team and institutional international partnerships*
- To enhance the quality of education and research*
- To increase international visibility of the institution*
- To build organizational structures supporting internationalization process*



THE STRATEGIC PLAN

Strategic Goals Main components of internationalization:

- International Mobility (students, faculty, administrative staff)
- Curriculum Development
- Joint and Double Degrees
- International Students Recruitment
- International Marketing and Promotion
- Internationalization at Home
- International Research Cooperation



THE STRATEGIC PLAN

SMART Objectives

The specific accomplishments that the efforts or actions are aimed to.

Examples:

- *Delivery of at least 4 core courses in English by spring 2017*
- *2 new Erasmus+/Mobility projects in 2018.*
- *3 new and active MOU agreements signed with EU partners by 2018*
- *Participation of at least 20 faculty members in the Internationalization of the Curriculum workshop until 2018*



THE STRATEGIC PLAN

Work Plan

Detailed list of activities to be carried out in the short-term.

Define **milestones** to signal anchors, significant events or stages in the progress of internationalization.

Assess the available **human resource skills and capacities**.

Assign clear **responsibilities** for each prioritized activity in the plan.

Define **financial resources** needs.



THE STRATEGIC PLAN

KPIs (Key Performance Indicators)

Measurable (more quantitative than qualitative) values that demonstrate how effectively the institution is achieving key internationalization objectives.

Measuring inputs – resources to achieve the outputs

Measuring activities – actions taken to achieve the outputs using the inputs

Measuring outputs & outcomes – results of activities



THE STRATEGIC PLAN

IN2IT Partners Strategic Goals

College	Numbers of Indicators			
	Teaching & Learning	Research	Institutional support	TOTAL
Tel Hai	3	3	4	10
Braude	6	4	3	13
Al.-Qasemi	4	2	3	9
Beit Berl	10	2	3	15
MTA	5	2	3	10
Kaye	6	1	5	12
Sapir	7	3	2	12
TOTAL	35	13	20	68



THE STRATEGIC PLAN

IN2IT Partners 1st Assessment

College Name: XYZ

Date of Survey: 15 April 2016

Prepared by: XYZ

Strategic Goal	Activity	Indicators	Description of Indicator *
To increase international student exchange	To use Language Support Center for helping faculty in developing courses in English and students in improving their oral and written skills in English.	1. % of courses offered in English out of total in each department (to local and international students) – 18% 2. % of local students participating in the course that is offered in English – 37%	Quantity indicators. Outputs. Owner: Foreign Relation Coordinator Measurement methodology: internal database.
	To enlarge the number of engineering courses taught in English in order to offer full semester for incoming international students.	3. % of incoming international students out of total students in each dept. – 7% 4. % of outgoing local students out of total students in each department – 17%	Reference time period or date: winter semester 2015/2016
To increase international visibility of the college	To participate in EU and other international academic committees and forums	5. % of lectures participating in international committees and forums and in international conferences out of the total number of lecturers in the College – 38%	Quantity indicator. Output. Owner: VP Measurement methodology: internal database, Reference time period or date: last calendar year (2015)
	To represent the College in international conferences and events	6. Budget allocated to international activities out of total college budget – 11%	Quantity indicator. Input. Owner: CFO Measurement methodology: Annual College Budget Reference time period or date: Last calendar year (2015)



THE STRATEGIC PLAN

IN2IT Partners 2nd Assessment

College:

Date:

No	Indicator	Indicator Values		Modification in Data Collection ¹	Conclusions ²	Remarks ³
		2016	2017			
1						
2						
3						
4						
5						
6						
7						

¹ YES, if data was collected in a modified way (e.g. reports from individual people replaced by database inquiries); NO otherwise. If YES, please describe the change in Remarks.





² Explain briefly reasons why indicator value changed and explain your expectations for next surveys.

³ Any information regarding the 2nd Self-Assessment, which may be useful for next surveys.



THE STRATEGIC PLAN

Assessment of Internationalization

- Self-Assessment
- Benchmarking
- Ranking
 - IMPA: Indicators for mapping & profiling internationalization 
 - U-MULTIRANK: assessment tool for universities in 5 areas, internationalization is one of them 
 - Shanghai Ranking: 90% research, 10% learning 
 - THES: Times Higher Education 



THE STRATEGIC PLAN

Summary

The international strategy has to be **tailor made** according to the vision, the values and the priorities of the institution.

Top management must be involved and needs to make strategic choices and prioritizations.

The plan must be **communicated** to internal and external stakeholders.

Continuous monitoring and evaluation ensures **sustainable** internationalization and leads towards **maturity**



THANK YOU

Vered Holzmann veredhz@braude.ac.il

Tempus IRIS, <http://www.braude.ac.il/tempus/>

Erasmus+ IN2IT <http://www.braude.ac.il/in2it/>