INTERATIONALIZATION STRATEGY IN HEIS

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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)
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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.
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 statements:***

The college 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.
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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**.
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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
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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

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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
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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.
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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
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IN2IT Partners Strategic Goals

<table>
<thead>
<tr>
<th>College</th>
<th>Teaching &amp; Learning</th>
<th>Research</th>
<th>Institutional support</th>
<th>TOTAL</th>
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<td>Sapir</td>
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<td>TOTAL</td>
<td>35</td>
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THE STRATEGIC PLAN

IN2IT Partners 1st Assessment

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Activity</th>
<th>Indicators</th>
<th>Description of Indicator</th>
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<tbody>
<tr>
<td>To increase international student exchange</td>
<td>To use Language Support Center for helping faculty in developing courses in English and students in improving their oral and written skills in English</td>
<td>1. % of courses offered in English out of total in each department (to local and international students) – 18%</td>
<td>Quantity indicators. Outputs. Owner: Foreign Relation Coordinator Measurement methodology: internal database. Reference time period or date: winter semester 2015/2016</td>
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<td>2. % of local students participating in the course that is offered in English – 35%</td>
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<td>3. % of incoming international students out of total students in each dept. – 7%</td>
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<td>4. % of outgoing local students out of total students in each department – 17%</td>
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<tr>
<td>To increase international visibility of the college</td>
<td>To participate in EU and other international academic committees and forums</td>
<td>5. % of lectures participating in international committees and forums and in international conferences out of the total number of lectures in the College – 35%</td>
<td>Quantity indicator. Output. Owner: VP Measurement methodology: internal database. Reference time period or date: last calendar year (2015)</td>
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College Name: XYZ  
Date of Survey: 15 April 2016
Prepared by: XYZ
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IN2IT Partners 2nd Assessment

<table>
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<tr>
<th>No</th>
<th>Indicator</th>
<th>Indicator Values</th>
<th>Modification in Data Collection</th>
<th>Conclusions 2</th>
<th>Remarks 3</th>
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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 values changed and explain your expectations for next surveys.
3. Any information regarding the 2nd Self-Assessment, which may be useful for next surveys.
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Assessment of Internationalization

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

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