

# Philippines Leadership for Internationalisation

## Internationalisation: the Cardiff Met Experience

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# Cardiff Met: an International University

- Five Schools: Art & Design, Education, Health Science, Management and Sport
- Academic programmes from Foundation to PhD
- Focus on Employability
- Research and enterprise active
- Over 12,000 students based in Cardiff, of these 1200 are international students drawn from 140 countries
- 19, TNE partners with a further 5 to be up and running imminently
- Over 6200 students enrolled on overseas franchised programmes
- During 2015/16 over 500 students engaged in outward mobility; 88 inward mobility



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# The Nature of Internationalisation at Cardiff Met

- Reflects international, intercultural and global perspectives
- Underpins and embedded in strategic aspirations
- Multi faceted
- Exceptional student support
- Motivated and enthused staff
- Capacity to adapt to a dynamic environment



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



# Leadership and Management; Influencing organisational values and practice

- Corporate Message that Internationalisation is a fundamental element of the Corporate Strategy
- Integrated with all other Institutional Strategies
- Clear Steer from the top
- Reflected in recruitment and progression criteria



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- 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
- Promotion of ownership and relevance through co-development



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# Strategic Objectives

- Enhanced student employability through the internationalisation of curricula
- Promote the recruitment of staff from outside of the UK
- a more balanced distribution of overseas students between Schools & programmes
- To expand TNE collaborative provision activity within a robust quality environment
- To encourage international research activity To deliver enterprise services to non UK-based customers



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# Facilitating Engagement

How can it fit into different stakeholder agendas?



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# 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



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- 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



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# Creating an Internationalisation Culture



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# 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



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# Embedded in Organisational Values

- Recognition of and respect for differing cultural perspectives
- Willingness to learn from others e.g. evaluation of different approaches in countries
- Curricular requirements linked to the validation and review process
- Learning and teaching strategy



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# 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



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# Internationalisation in Action; a taster!



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# International Student Recruitment

- Reputation

E.g.     -Research profile

-impact

-Student experience

-Student outcomes

-Strategic alliances

-Validation of quality

- Relevant programmes

- Unique selling points  
(e.g. Cardiff Met top UK university for international student recruitment, programmes emphasise global employment opportunities)

- Marketing



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# 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



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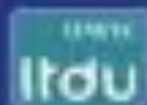




University of Wales Institute, Cardiff

# Internationalisation

A 'Hands-On' Guide



Produced by the Learning and Teaching Development Unit





# 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



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# MAKERERE UNIVERSITY SCHOOL OF PUBLIC HEALTH









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# Transnational National Education Partnerships

- Overview to be provided by AbuBakar



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# Utilising opportunities to maximise gain

## Case studies

Outward Mobility leading to collaborative research, collaborative research boosting organisational status, organisational reputation impacting on international student recruitment

Franchise leading to research e.g. DIMENSIONS International College and ASTAR

Research and enterprise collaboration leading to mobility e.g. Illinois Institute of Technology

International collaboration enhancing reputation e.g. now looking to establish a global food policy advisory unit



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- Franchise leading to reorientation of home programmes and the development of new programmes e.g. New MSc in Applied Psychology and a BSc in Food Industry Management
- Research leading to student recruitment
- External engagement leading to franchise e.g. University of Hong Kong
- Outreach Franchise leading to capacity building amongst home teams



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# Stimulating and Maintaining Change

- An interplay between Planned and Emergent approaches
- Internal and External drivers
- Top down/bottom up/ collegiate frameworks
- An interplay between Situational/Contingency and Transformational Leadership (linked to capacity building empowerment and engagement)



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# Creating a climate of opinion

- Demonstration projects
- Target opinion leaders
- Utilise advocates
- Build into formal roles
- Fostering ownership
- Linked to recruitment and progression policies
- Embodied in organisational policy and practice



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# Issues for consideration

- Human resources
  - -Attitudes and expectation
  - -Staff capacity
  - -Workloads and prioritisation
  - -Staffing levels
  - -Organisational Culture and Priorities
- Organisational structure and governance
- Organisational capacity linked to financial and physical resources



# Concluding Comments

Small opportunities can act as a spring board to significant outcomes, action creates momentum.

Recognise your strengths and unique selling points

Collaborate for mutual gain

Appraise the actions of others and develop an approach that reflects your own organisational and cultural context



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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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The nature of academic endeavour often leads to internationalisation.

With strategic vision and leadership it can be more effective.

In turn, this can enhance academic endeavour and institutional standing and performance.



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# Your Internationalisation

Internationalisation in Cardiff Met reflects a particular context; the focus may not be applicable to other institutions.

However, the underlying principles of strategic vision, leadership and management are transferable.



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