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

- Focus on Employability

- Research and enterprise active

- Over 7000 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

The Nature of Internationalisation at Cardiff Met

- Reflects international, intercultural and global perspectives

- Underpins and embedded in strategic aspirations

- Multi faceted

- Supports key organisational strategies

- Exceptional student support

- Motivated and enthused staff

Facilitating Engagement

How can it fit into different stakeholder agendas?

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

- 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

The Scope of Internationalisation

- Research collaboration

- Staff and student recruitment

- Curricula development

- Staff and student inward and outward mobility

- Inward and outward franchise of programmes

- Enterprise activities
- etc.

Creating an Internationalisation Culture

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 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

Strategic Vision and Action

A clearly articulated Internationalisation Strategy

Establishment of measurable outcomes

Development of School Action Plans and targets

Internationalisation activity reflected in staff roles, workloads and performance review

Internationalisation in Action

International Student Recruitment

- Reputation

    E.g.   -Research profile

      -impact

      -Student experience

      -Student outcomes

      -Strategic alliances

      -Validation of quality

- Relevant programmes

- Unique selling points

- Marketing

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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BRITISH COUNCIL

The Establishment and Maintenance of TNE Partnerships

To be discussed by Fathalla, Aboubakr

TNE acts as a pathway to other action

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

Utilising opportunities to maximise gain

Case studies

Outward Mobility leading to collaborative research, collaborative research bosting 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

- 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

Stimulating and Maintaining Change

- An interplay between Planned and Emergent approaches

- Internal and External drivers

- Top down/bottom up/ collegiate frameworks

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

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