

IN2IT

WP1 – INTERNATIONAL CAPABILITY MATURITY FRAMEWORK

WARSAW UNIVERSITY OF TECHNOLOGY

3-5 NOVEMBER 2015



Part 1

Understanding internationalization maturity

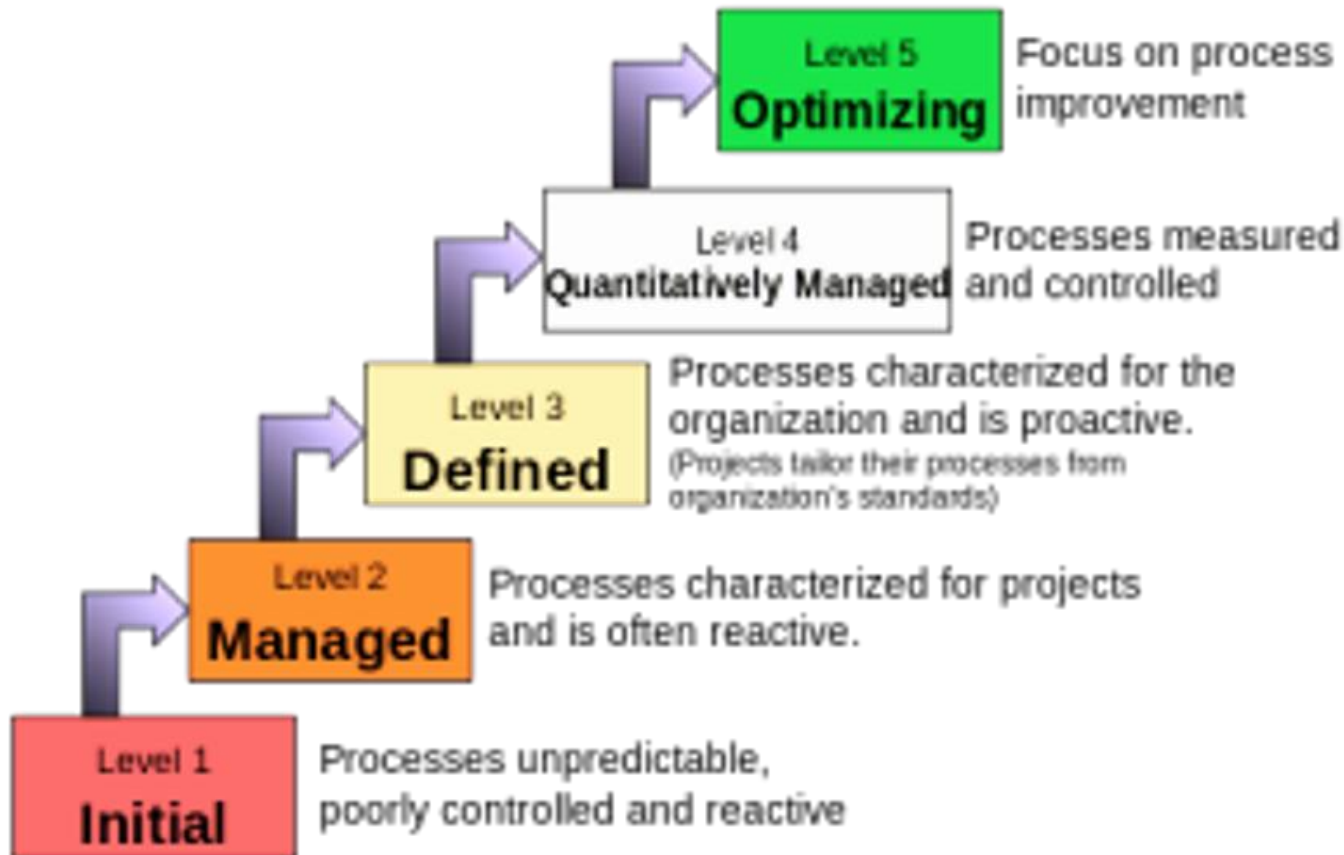
Understanding internationalization

- Over the past 12-15 years we face a transition from an activities-based approach to a process view.
- Internationalization of higher education is defined now as a dynamic, multi-dimensional and **complex process**

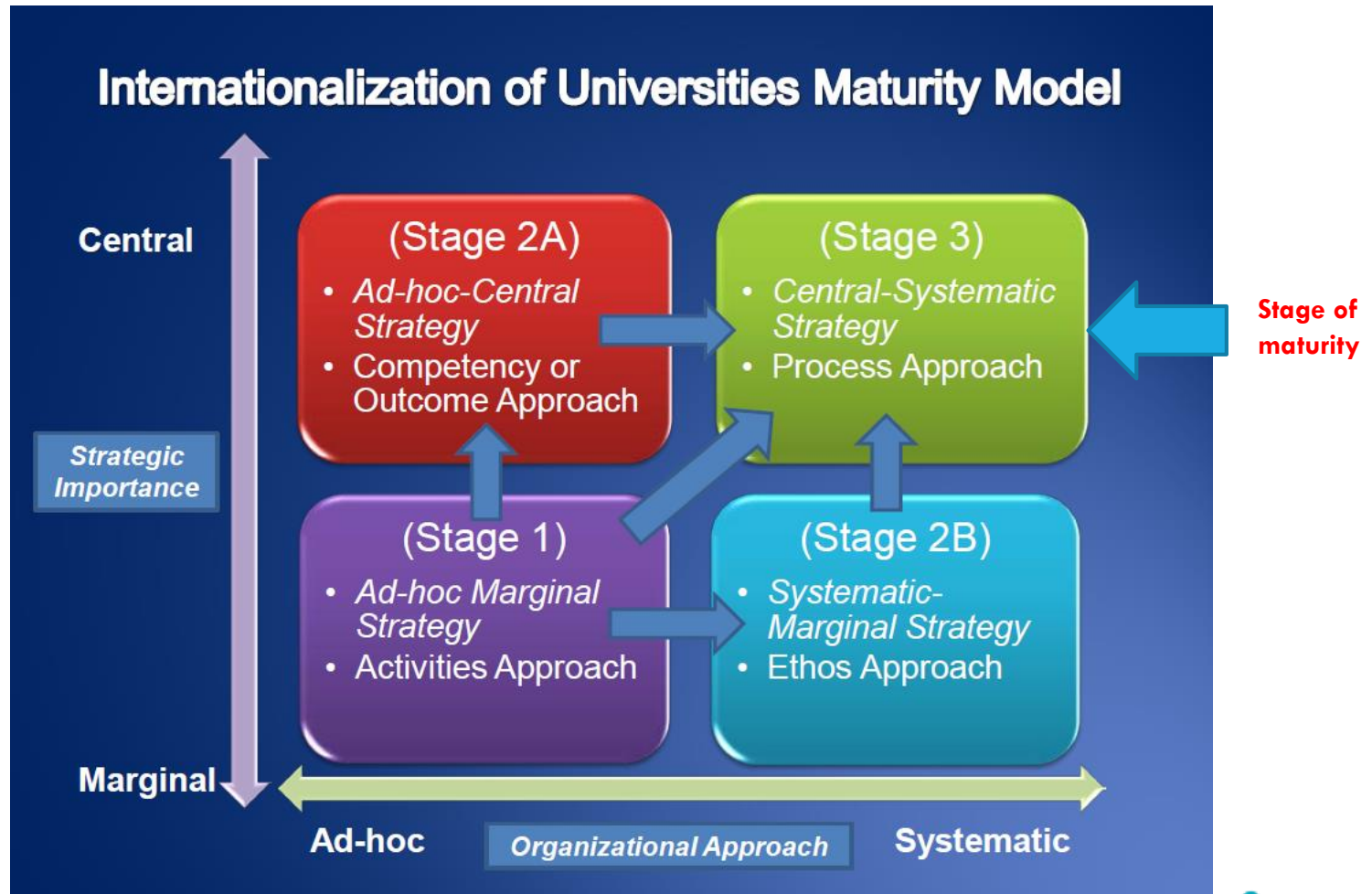
- Definitions of internationalization:
 - [2005, Jane Knight] „*the **process** of integrating an international, intercultural and/or global dimension into the goals, functions (teaching/learning, research, services) and delivery of higher education*”.
 - [OECD] „*the **complex of processes** whose combined effort, whether planned or not, is to enhance the international dimension of experiences of HE in universities and similar educational institutions*”.

Process Maturity Model

Characteristics of the Maturity levels



Internationalization Maturity Model



Source: Lee Tong Nge, PhD thesis, Leicester University, 2012

Internationalization Maturity Model

Development stages of internationalization:

- Stage 1** - **Basic, immature level** of internationalization. Ad hoc implementation, at the margins of institutional strategy, activities approach.
- Stage 2A** - Central to the institution with clear objectives or outcomes. However, the implementation approach is still ad-hoc and may be opportunistic.
or
- Stage 2B** - The organizational approach is more systematic and becomes an ethos of the institution. However, while the numbers of programmes or activities are growing, these remain fairly limited or may be confined to a number of departments only.
- Stage 3** - **Maturity level**. Central-systematic strategy and process approach. Clearly articulated as a strategic goal and mission of the institution. Organizational approach is highly systematic and internationalization programmes with clear output indicators are available across the various departments / units of the institution.

Source: Lee Tong Nge, PhD thesis, Leicester University, 2012

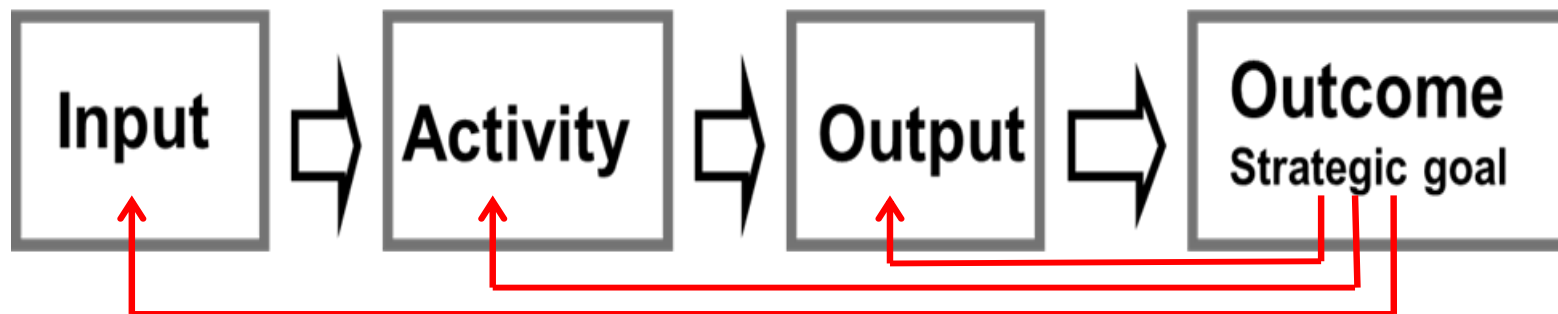
Understanding internationalization maturity

(practical remarks)

- Condicio sine qua non: reference to strategy. Integration of internationalization into existing missions, values and strategies is a must
- Strategic outcomes as a target (not numbers!)
- Operational plans based on real capabilities and available resources
- Awareness of internationalization objectives among management, academic staff, administration and students
- Intercultural orientation of staff and students
- Efficient institutional support in place
- Efficient process management and use of proper assessment tools
- Availability of efficient financial mechanisms
- Continuous development of internationalization process (not stagnation!)

Understanding internationalization maturity

(practical remarks)



- INPUT** - 80 000 € allocated for courses in EN in the College in 2014/2015
- ACTIVITY** - Organization and implementation of courses with B2 certificate
- OUTPUT** - 106 students participated in organized EN courses in 2014/2015;
89 passed successfully their B2 exam
- OUTCOME** - minimum 80% of graduates communicate in EN at B2 level

Understanding internationalization maturity

(practical remarks)

- Maturity is independent of scale of international activities in place
- It means that not only large HE institutions (e.g. universities) with extensive range of international activities are being seen as mature in internationalization. In many cases, their focus on numbers and not on strategic outcomes makes them not necessarily mature.
- Small HE institutions (e.g. colleges), led by their strategy, well responding to their profile, capabilities and available resources can be often seen as really mature in this regard

How to monitor internationalization process?

- Internationalization **process has to be efficiently managed / controlled / monitored.**
Definite „**NO**” to chaotic, incoordinated activities!
- The question „**who should be responsible for monitoring?**” is open.
Depends on allocation of roles in the process (VP for Int. Affairs? Head of IRO? Special Committee?) and reporting rules established in the College
- **Why to measure the status and progress?**
 - ▣ To control the compliance with strategic goals and effectiveness of strategy implementation
 - ▣ To improve programs and organizational practices
 - ▣ To know how (and if) allocate the funds for internationalization
 - ▣ To know and compare the progress between Faculties
 - ▣ To know strong and weak points of the process
- **Available tools**
Reports, periodical surveys of opinions, achievements but **the most objective is the system based on performance indicators selected in accordance with strategic outcomes / goals**

Progress assessment – performance indicators

- All selected indicators have to comply with so-called **SMART Principle**. It means that they have to be: **Specific, Measurable, Achievable, Realistic and Time-based**.
- **Specific** i.e. well defined and clear to anyone that has a basic knowledge of the process. Should include measure assumptions and definitions and be easily interpreted.
- **Measurable** i.e. can be quantified and compared to other data. It should allow for statistical analysis.
- **Achievable** i.e. doable under given conditions at the college
- **Realistic** i.e. within the availability of resources and knowledge. Fits into the college's constraints and is cost-effective.
- **Time-based** i.e. doable within the realistic time frame.

Example:

Strategic outcome/goal: minimum of 80 % of College graduates should communicate in EN at least at B2 level

Indicator: "The number of students who completed English courses" is not SMART.

Indicator: "The number of students who completed B2 courses in English at the College in 2015 and got B2 certificates, versus the total number of students at the College" is SMART.

Recommended Literature

- [1] **IMPI - Indicators for Mapping and Profiling Internationalization**, European Project, www.impi-project.eu
- [2] **Measuring and Assessing Internationalization**, Madeleine F. Green, Publication of NAFSA, 2012 (available on Internet)
- [3] **Measuring Success in the internationalization of higher education**, edited by Hans de Wit, EAIE Occasional Paper 22, 2009 (available on Internet):
 - Modelling assessment of the outcomes and impacts of internationalization, John K. Hudzik and Michael Stohl
 - How to measure the internationality and internationalization of HE institutions: indicators and key figures, Uwe Brandenburg, Harald Ermel, Gero Federkeil, Stephan Fuchs, Martin Groos and Andrea Menn
- [4] **Outcome Assessment of Higher Education Internationalization: A Guide for Design and Steps to Begin**, John K. Hudzik, Internationalisation of Higher Education, volume No.2 2015, www.handbook-internationalisation.com
- [5] **The Internationalization of Singapore Universities In a Globalised Economy - A Documentary Analysis**, Lee Tong Nge, 2012. Thesis submitted in partial fulfillment for the degree of Doctor of Education (EdD) at the University of Leicester (available on Internet)
- [6] **EAIE Barometer 2014** - Internationalisation in Europe
- [7] **IAU 4th Global Survey 2014** - Internationalization of Higher Education – *Growing expectations, fundamental values*

Part 2

Operational Plan for WP1

International Capability Maturity Framework

WP1 – Scope & Timetable

- Main goals:
 - To analyze the vision, mission, goals and priorities of Israeli Colleges with regards to internationalization,
 - To develop a capability maturity framework for internationalization to be utilized in the Colleges,
 - To assess the international capability maturity level of the organizational units in the Colleges at different points of time during the project life cycle.
- WP1 Leader: Warsaw University of Technology.
Support by: University of Montpellier.
All Israeli Colleges actively involved.
- Completion date: 15 August 2018

WP1 – main tasks

- **WP1.1** – Internationalization strategy report
 - Type: Report
 - Completion date: **15 December 2015** (suggested shift to **15 January 2016**)
- **WP1.2** – Internationalization capability maturity workshop
 - Type: Events:
 - Workshop in Warsaw (suggested date: 2nd half of January 2016)
 - Workshop in Montpellier (suggested date: 1st half of March 2016)
 - Completion date: **15 March 2016**
- **WP1.3** – Internationalization capability maturity framework
 - Type: Product (assessment tool and 3 self-assessment sessions):
 - At the beginning of project (suggested date: April 2016)
 - In the middle of project (suggested date: March 2017)
 - Before end of the project (suggested date: July 2018)
 - Completion date: **15 August 2018**
- **WP1.4** – Guidelines for international cooperation
 - Type: Learning material (guides and best practices)
 - Completion date: **15 May 2016**

WP1.1 – task details

- Update of internationalization strategic plans by all Colleges
 - ▣ Deadline – 07 December 2015
- Analysis of strategic plans with use of strategic matrix (see below)
 - ▣ Deadline – 31 December 2015
- Summary report by WUT (Colleges’ strategies & analyses attached)
 - ▣ Deadline - 15 January 2016

Inputs (today and planned)	Activities (today and planned)	Outputs (today and expected)	Strategic goals / outcomes
2 persons (full time) and equipment allocated to the IRO Section of Student Exchanges	Information campaign on possible destinations launched in Dec 2015 via website	17 candidates registered for UK and 11 for Germany in the database	30% of College students should take part in exchanges with EU partners
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WP1.2 – task details

- Workshop at WUT in Warsaw
 - Suggested date: 2nd half of January 2016
 - Program:
 - Review of possible approaches to internationalization maturity assessment,
 - Model of assessment tool based on internationalization indicators,
 - Selection of sets of indicators by all Colleges (strategies as the starting point),
 - Methodology, timelines and form of self-assessments by Colleges.
- Online consultancy with WUT & UM throughout February 2016
- Workshop at UM in Montpellier
 - Suggested date: 1st half of March 2016
 - Program:
 - Review of self-assessment prototype tools developed by all Colleges,
 - Roundtable on methodology of self-assessments and methodological recommendations,
 - Final versions of self-assessment tools.

WP1.3 – task details

- Final versions of self-assessment tools validated by all Colleges. Documentation of developed tools (few pages „manual”) ready.

Deadline: **15 April 2016**

- 1st self-assessment session by Colleges - **2nd half of April 2016**
- 2nd self-assessment session by Colleges - **March 2017**
- 3rd self-assessment session by Colleges - **July 2018**

Remarks:

- Online consultancy by WUT and UM available all the time.
- Next project meetings to be used for reviews of self-assessment results.
- Each self-assessment session should be concluded with short (2 pages) report by all Colleges

WP1.4 – task details

- Guidelines for international cooperation
 - To be prepared by WUT and reviewed by UM
 - Deadline: **15 May 2016**
 - Content:
 - Objectives of international partnerships,
 - Establishing partnerships,
 - Maintaining partnerships,
 - Technological tools to support international collaboration,
 - Examples of best practices.
- Distribution of printed and electronic versions of guidelines among all project partners
 - Deadline: **15 June 2016**

**With hopes for good cooperation and with
thanks for your attention!**

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