Institutional Alignment for Internationalization, Models & Methodologies: Three Perspectives

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Objectives

• Focus on alignment between strategic planning and institutional goals.

• ACE Model and adaptation to a specific institution

• Avoiding or recognizing misalignment
ACE Model for Comprehensive Internationalization

- Articulated institutional commitment
- Administrative leadership, structure, and staffing
- Curriculum, co-curriculum, and learning outcomes
- Faculty policies and practices
- Student mobility
- Collaboration and partnerships

https://www.acenet.edu/news-room/Pages/CIGE-Model-for-Comprehensive-Internationalization.aspx
Key to alignment: Shared vision of institution-wide priorities

Example: University of Kentucky

Your world of possibilities is waiting. There are limitless opportunities to learn, grow and challenge yourself at the University of Kentucky. Education Abroad at UK offers you the opportunity to choose from hundreds of programs and go almost anywhere in the world.

No matter the continent or country, education abroad is the experience of a lifetime. At UK, there are programs to match every personality and budget. Visit an advisor early in your college career to discuss your options and start planning.

Check out what UK students have to say about their experiences abroad at www.uky.edu/intlaffairs/myabroadexperience.

Open mind. Open world. The possibilities are endless at the University of Kentucky.

Sincerely,

Donald E. Witt
Vice Provost for Enrollment Management
ISSS reorientation toward retention priorities
Reasons for mis-alignment

• Lack of data foundation

• Lack of resources (often reflects need to reallocate)

• Capacity to realize the objectives (given the time and experience level of current faculty/staff)

• Changes of leadership (and thus of institutional priorities)
Reasons for mis-alignment

• Misread of campus culture (and subcultures) e.g. pace of change

• Trying to build 2nd floor before building the first (need for phased implementation plans)
The inevitable resource constraints

• Budgets are a statement of priorities

• Phased implementation means not eliminating goals but postponing some, or making incremental steps towards a goal
Developing ACE’s Internationalization Lab at a multi-campus Colombian university
- 16,000 students
- 90% low and middle-income students
- 2,000 faculty

Región Caribe
Puerto Colombia, Cartagena, Riohacha, Santa Marta y Valledupar.

Región Andina
Bogotá, Bucaramanga, Cúcuta, Duitama, Ibagué, Medellín, Neiva y Tunja.

Región Cafetera
Armenia, Manizales y Pereira.

Región Pacífico
Buenaventura, Buga, Cali, Cartago, Palmira, Pasto, Popayán, Quibdó y Roldanillo.

Región Oriental
Villavicencio.
6th Colombian university

1st Colombian university in scientific production with less than 50 years.

(UAN researchers lead the ranking of researchers from Colombian institutions most cited internationally)

2nd Colombian university with more co-publications with the CNRS of France (157 - 29.8%) (2017)

6th Colombian university

Times Higher Education – Latin America University Rankings (2017)
1. Review
2. Exchange practices
3. CI management
4. Networking

- Benchmarking
- Policy bases
- Strategic Plan
- Accreditation Processes
- Communication
- UAN Network
- Toolkit

- Local community learning
- Visibility
- New projects and partners
UAN network

Champions

Sharing of knowledge

Lab of ideas

Monthly meetings

School/Campus actions

UAN Network products

Toolkit

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What is next?
An institutional model for strategic alignment, applied to internationalization
✓ Private
✓ 39 years
✓ Youngest university in Colombia with 8-year High quality accreditation
✓ QS-Ranked in the Top 10 Universities Colombia
The Congruence Model
David A. Nadler / Michael L. Tushman
Columbia University – Graduate School of Business

Input → Strategy → “University” → Output

Critical Tasks
People
Culture
Formal Organization
Strategic grouping / Formal linking
Rewards / incentives
Information systems
Human resource systems
Career systems

Human resource capabilities
Competencies

People

Critical Tasks

Work that needs to be done

Culture

Formal Organization

Norms, values
Communication networks
Informal roles
Informal power

Strategy / Vision
Internationalization Plan

• Institutional Development Plan
• School-level development plans
• Individual performance goals / academic agenda
• Centralized processes
• Structure: hierarchical
• Int. information system: spreadsheets

2015: Boost internationalization strategy in all levels of the University

• Service-oriented
• Work well-done
• Respect for top leadership and commitment.
• Importance of personal relations
• Formal procedures for projects
“Hallway management” is OK for day-to-day tasks.

Critical Tasks

People

• Faculty member = intern. Coordinator
  • Program directors with different ages and backgrounds
  • Faculty complying w/core functions.

Culture

Formal Organization

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2015: Boost internationalization strategy in all levels of the University

- Coord. faculty: no admin. skills (or taste for it)
- Int. Champions
- Don’t know: fear of the unknown
- Can’t: personal insecurities
- Centralized structure “bureaucratizing” the execution of the strategy.
- Difficulties in articulating Int. Plan with Schools’
- Can’t: full w/core functions
- Won’t: Lack of incentives
- Support for int. Initiatives

Int. Plan = separate document, follow-up, “additional work…”

- Respect for the formal structure and processes
- “I don’t have time for spreadsheets…”

- Internationalization = more work
- Coord. Faculty: attitude
- Everything “international” belongs to the IRO.

- Respect for / Commitment with planning processes, and institutional guidelines
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## 2016-2018 Institutional definition and vision of internationalization

- **Matrix structure: Dean + IRO**
- **IRO present in schools’ planning sessions (2019)**
- **Mix of centr./de-centr. processes, decision-making...**

### CRIT. TASK - STRATEGY

- **Full-time international coordinators @ schools**
  - **Int. Champions**
  - **DK: info sessions, one-to-one**
  - **C: conferences, trainings, workshops**
  - **W: starting to see the benefits on colleagues**

### CRIT. TASK - FORMAL ORG.

- **7 Institutional Strategic Priorities.**
  - **Internationalization in all of them: Roadmap**

### CRIT. TASK - PEOPLE

- **Coord. faculty: no admin. skills (or taste for it)**
  - **DK: fear of the unknown**
  - **C: personal insecurities**
  - **W.**

### PEOPLE - FORMAL ORG.

- **C.: full w/core functions**
- **W.: Lack of incentives**
- **Support for int. Initiatives**

- **C.: integrating Int. into core functions**
- **W.: Lack of incentives**
- **Support for int. Initiatives**
- **Internat. Included in job description of key positions. Faculty recruitment.**
• The greater the alignment, the greater the performance

• There is not such thing as a “perfect fit”
  ✓ Strategy is dynamic. Cyclical review: Flexibility
  ✓ Changes come with new challenges

• Useful at all levels

• Useful for many purposes / stages of the plan

• Leadership support

• People: the best “resource”
Key points for successful implementation

• Listening
• Communication
• Data
THANK YOU

GRACIAS
ARIGATO
SHUKURIA
Grazie
MEHRBANI
BOLZIN
MERCI

DANKSCHEN
TASHAKKUR
YAQHANYELAY
SUKSAMA
TAQIZ
SHUKRIA
Bikan

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