

WP4: Managing Internationalisation

1st workshop: From planning to implementation

Evaluation report

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The first workshop on managing internationalisation (**Work Package 4, deliverable 4.1**) took place at Sapir Academic College in Israel on February 3-5, 2014. CHE Consult conducted an evaluation of the workshop by developing a survey to assess the quality of the workshop and its outcomes, including its impact on increasing the participants' expertise on the theme of managing internationalisation. The survey consisted of two questionnaires, containing four-point Likert scale-based assessments and open reply options. Both pre- and post-workshop questionnaires are analysed in this report. In total, 19 questionnaires were filled out before the workshop and 18 were completed after the workshop.

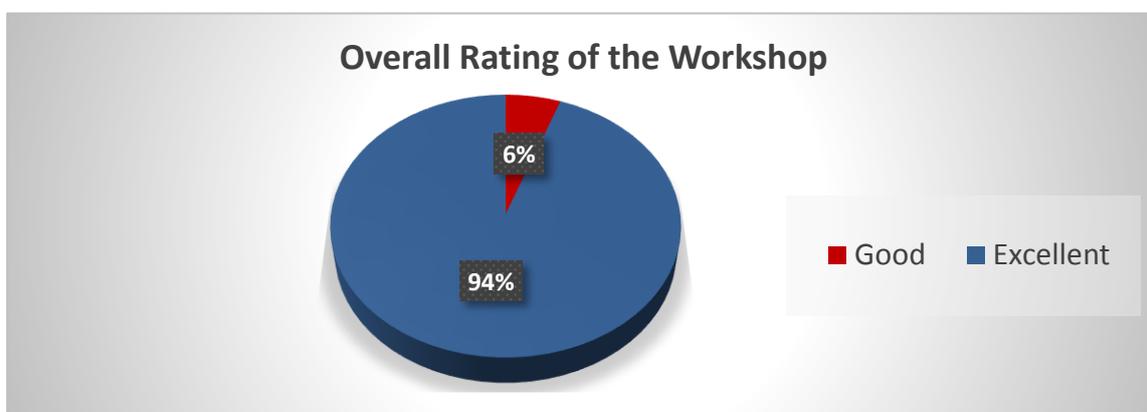
RESULTS OF THE SURVEY



All of the respondents answered that the workshop at least met their expectations, with a slight majority (56%) claiming that it exceeded their expectations. None of the respondents indicated that their expectations were not met at all.

In general, on the scale from 1 to 4, the workshop overall was rated extremely highly with an average of 3.9. 6% of participants evaluated it as "good" and 94% as "excellent" (see table below). The participants were particularly pleased with the trainer, Fiona Hunter, and the teaching approach (both with an average rating of 3.9). They were also extremely satisfied with the peer consulting activities and the balance achieved between presentations, discussions and exercises (both rated 3.8).

How would you rate:	Poor	Average	Good	Excellent	AVERAGE on scale 1-4
Workshop programme	0	0	6	11	3.6
Facilitator Fiona Hunter	0	0	1	17	3.9
Materials provided	0	0	8	9	3.5
Teaching approach	0	0	1	17	3.9
Balance between presentations, discussions and exercises	0	0	3	15	3.8
Peer consulting activities	0	0	3	15	3.8
Time distribution	0	0	7	11	3.6
Organisation of the workshop	0	0	3	15	3.8
Workshop overall	0	0	1	17	3.9

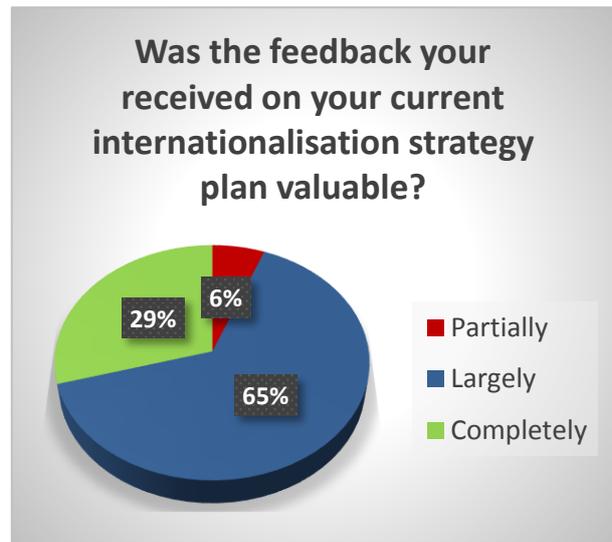
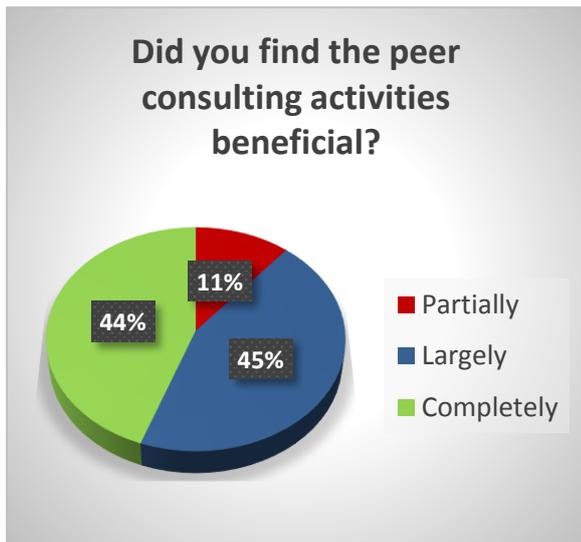


Regarding the workshop's impact on increasing its **participants' expertise on the topic of managing internationalisation**, the results of the survey are **very positive**. A third of the respondents stated that the workshop has extremely advanced his/her internationalisation expertise, while 61% rated their level of advancement as considerable. Only 6% of the participants said the workshop only slightly increased their knowledge.

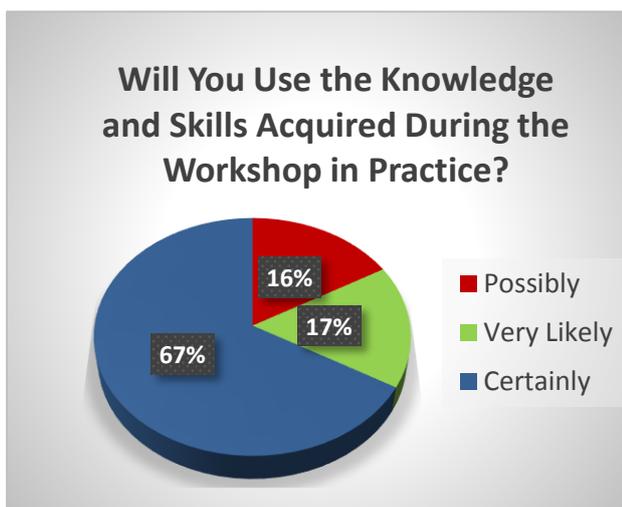


The majority of participants (56%) also agreed that the workshop has provided them to a large extent with the necessary knowledge to **improve and implement their internationalisation strategy**. 39% of respondents even felt completely satisfied to be provided with such knowledge. Only 5% stated that their level of acquired knowledge was only partial.

An important part of the first workshop was organised around **peer consulting activities** with the aim of providing practical feedback to the participants and drawing out key learning outcomes. The majority of participants (89%) found the peer consulting activities largely or completely beneficial, while 11% of participants felt that they were only partially helpful. However, the absolute majority of participants (94%) indicated that the feedback they received on their current internationalisation strategy was largely or completely valuable for them.



The vast majority of respondents claimed they will certainly (67%) or very likely (17%) use the knowledge and skills acquired during the workshop **in practice**. None of the respondents said that they would not use the knowledge they gained during the workshop. Participants were also asked whether they were able to come up with an **action plan** based on the key outcomes of the workshop. 81% of respondents said yes, while 19% said that they had not yet come up with an action plan.



A comparison of the participants' self-evaluations before and after the workshop shows that the **target group's abilities, knowledge, skills and attitudes increased in all areas under evaluation.**

Before the workshop, the participants tended to rate their knowledge and skills between "average" and "good", with the vast majority of respondents evaluating their competences as **good**. In general, compared to the previous workshops realized in the framework of the Tempus IRIS project, the initial level of the participants' knowledge was higher. The highest level of pre-workshop knowledge was that of the main strategic goals in internationalisation relevant to the participants' institutions. Also the ability to analyse the current international strategy of participants' institutions was quite substantial.

How would you rate your abilities, knowledge, skills and attitudes BEFORE the workshop?

	Poor	Average	Good	Excellent	AVERAGE on scale 1-4
Knowledge and skills to implement an internationalisation curriculum in my institution	1	8	6	4	2.7
Ability to analyse the current international strategy of my institution	0	6	9	4	2.9
Knowledge of main strategic goals in internationalisation (relevant to my institution)	0	5	8	6	3.1
Knowledge of main challenges to implement the international strategy in my institution	2	6	6	5	2.7
Knowledge and skills to assess the effectiveness and adequacy of my institution's internationalisation strategy	2	5	8	4	2.7

After the workshop, the overall level of knowledge and competences increased, especially when it came to the ability to assess the effectiveness and adequacy of participants' institutions internationalisation strategy and knowledge of the main challenges of implementing the international strategies at an institutional level. The vast majority of respondents evaluated their knowledge and skills after the workshop as "good".

How would you rate your knowledge, skills and attitudes AFTER the workshop?

	Poor	Average	Good	Excellent	AVERAGE on scale 1-4	Change
Knowledge and skills to implement an internationalisation strategy in my institution	0	1	11	6	3.3	+ 0.6
Ability to analyse the current international strategy of my	0	1	10	7	3.3	+ 0.4

institution						
Knowledge of main strategic goals in internationalisation (relevant to my institution)	0	1	10	7	3.3	+ 0.2
Knowledge of main challenges to implement the international strategy in my institution	0	0	10	8	3.4	+0.7
Knowledge and skills to assess the effectiveness and adequacy of my institution's internationalisation strategy	0	1	9	8	3.4	+0.7

The analysis of the confidence and motivation of participants with regards to internationalisation strategy development, implementation and management and internationalisation activities in general shows, that **participants increased their confidence**, especially in the area of implementation and management of their institution's internationalisation strategy. On the other hand, the level of their motivation to be involved in internationalisation activities has not changed through the workshop, which implies that the participants were highly motivated from the beginning.

	Not at all	Not very	Quite	Very	AVERAGE on scale 1-4	Change
I feel confident that I can develop an effective internationalisation strategy for my institution	0	1	10	7	3.3	+ 0.2
I feel confident that I can implement and manage my institution's internationalisation strategy	0	1	10	7	3.3	+0.4
I feel motivated to be involved in internationalisation activities within my institution	0	0	6	12	3.7	+0.0

It is important to take into consideration that in this report we evaluate the results of the first workshop on managing internationalisation in a series of five workshops. Also, the objectives and learning outcomes are set for the five workshops overall. In that sense, we are currently **analysing only the interim results and level of improvement in knowledge, skills and attitudes**.

Finally, the answers to the survey's open questions are listed below. They confirm the general positive feedback from the participants, suggesting at the same time certain improvements and follow-up actions. Recommendations call for more instruction on academic and administrative staff exchange, examples of successful internationalisation plans, instruction on how to deal with institutional constraints, and a shorter workshop. In other areas, particularly concerning the teaching style and peer consultation, the participants were generally very satisfied.

Key learning outcomes of the workshop:

How to plan for successful implementation, how to implement, infrastructure for evaluation plus the peer evaluation was very useful
Awareness to process, defining goals, re-structuring strategic plan
Learned about problems in the strategy itself which need to be addressed
Structured approach to strategic plan
Status quo of participating colleges (internationalization aspect)
Peer evaluation, internationalization in Israeli colleges, political issues of internationalization'
Ask the right questions to get others involved and motivated, how to start, modify strategy
Development of action plan, establishment of IRO processes, networking'
Implementation of the strategic plan, peer consulting activities, sharing experience with other participants
Principle of strategic experience-key principles, strategic plan that should result in decisions and actions, think about the management activities that will be related to internationalization in the institution
To highlight the internationalization ideas in the vision college education. To make some changes if necessary. To determine appropriate mission. To plan an internationalization strategy for the institution. To suggest new curriculums, to attract lecturers and students to choose internationalisation courses
Being able to shape a program for an internationalisation core curriculum

Which sessions/topics of the workshop were most valuable for you?

- All parts
- Peer consulting group
- Peer meeting
- All of it
- Peer consulting
- Day three
- Peer group consultation
- Peer consulting exercise
- Peer evaluation
- Model for strategic planning elements, peer review consultations
- Peer consulting
- Moving from the planning stages to the implementation stages of internationalization
- Peer consulting, the presentation of Prof. Hunter
- The first part was very valuable. The presentation about Implementing Internationalization Strategies was unique and Fiona was perfect.
- The lecturer. Fiona is an outstanding teacher- knowledgeable, smart, welcoming and enlightening.

Have any questions been left open? What are the topics you would need further training or support with?

- Academic and administrative staff exchange



