



Tempus



# Implementation of an international strategy: the governance structure

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# Agenda

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- University governance
- The strategic and political level
- The executive level
- The governance of internationalisation
- Two institutional models

# University governance

- Importance of a good governance structure in place
- A two-sided organisation
  - Political, strategic, academic and scientific decision makers
  - Technical and administrative management:
    - Human resources, financial management,...



# Top management: the strategic political level

- Rector/President
  - Responsible for designing the strategy and taking political and strategic decisions
  - Establishing priorities
- Vice-Rector(s)/Vice-President(s)
  - Can be delegated by Rector/President on specific themes, Research, Internationalisation, ...
  - Responsible for framing policies, monitoring, implementing (?)



# Top management: the executive level

- The General Director
  - Responsible for the day-to-day functioning of the services of the university
  - Area directors reporting to him/her on specific working areas: HR, Financial management, etc.
  - An International affairs/internationalization Director?
    - Decision to be taken according to the strategy of the organisation



# Schools, Departments, Committees and other bodies

- Universities are complex entities
- Decision makers are not only at top management level
  - Decisions on research and education taken at Department/School level
- Top management assures consistency with the main strategy
- Role of Committees and Board

# The governance of Internationalisation

- Strategic objectives decided by top management
- Implementation responsibilities spread throughout the whole institution:
  - International research: departments, research teams/units
  - International education: schools, degree course committees



# The governance of internationalisation/2

- As a process it can be defined as horizontal by nature
- It affects every faculty member and student
- It encompasses the whole *service* level of the university
  - affects every administrative process
- It is a big challenge at a managerial level



# The governance of internationalisation/3

- A management approach to a transversal activity like internationalisation: an International Steering Committee
  - Strategic
  - Managerial
  - Exchange of information/co-ordination between managers



# Supervision of internationalisation

- A high level committee (political/strategic)
  - Vice Rector/Vice President in charge
- A management team
  - coordinating different aspects of internationalisation
- Head of the International Office-> Director International Relations/Affairs/Development

# Involving faculty members in internationalisation

- Some internationalisation activities require substantial extra work for academics
  - Internationalising the curriculum
    - Very limited support possible from administrative staff
  - International exchanges
    - Academic initiative with instructions and follow-up support from administrative staff
  - School/Faculty level coordination and relevant administrative support to be considered



# Internationalisation and administrative units

- The more articulated the strategy, the greater the impact on the administration
- Decide on which functions have to be incorporated in one single office
  - The International/Internationalization Office
- Less (internationally) strategic functions can remain with the core department/service

# Areas of internationalisation

- International relations (development of)
- International partnerships/agreement
- International research
- International EU projects
- International student and staff mobility
- International admissions
- International marketing and recruitment
- International students welfare
- ...



# The role of the International Office

- Supporting the implementation of the university internationalisation strategy
- Different role according to the international strategy of the university
  - Support international partnerships, student and staff mobility
  - Support international recruitment and admissions



# Mainstreaming internationalisation

- Internationalisation embedded in all strategic documents
  - Assumption to be/create an international university
- Decision not to have an international office
- Different administrative offices that take care of different aspects of internationalisation
- Coordination/sharing of information among different offices is fundamental

# Group discussion

## *Which international governance for your university?*

- Group discussion
  - Group A: Qasemi Academic College of Education, Kaye Academic College of Education, Shenkar, Braude
  - Group B: Beit Berl College, The Max Stern Yezreel Valley College, Sapir College, Ort Hermelin
- 20 minutes discussion
- 10 minutes reporting to the whole class





# PoliMI political decision makers in internationalisation

- The Rector establishes the internationalisation strategy -> approved by Academic Senate and Board
- The Vice Rector for Internationalisation oversees its implementation
- International Relations Delegates appointed according to geographical areas

# PoliMI - International Relations Delegates

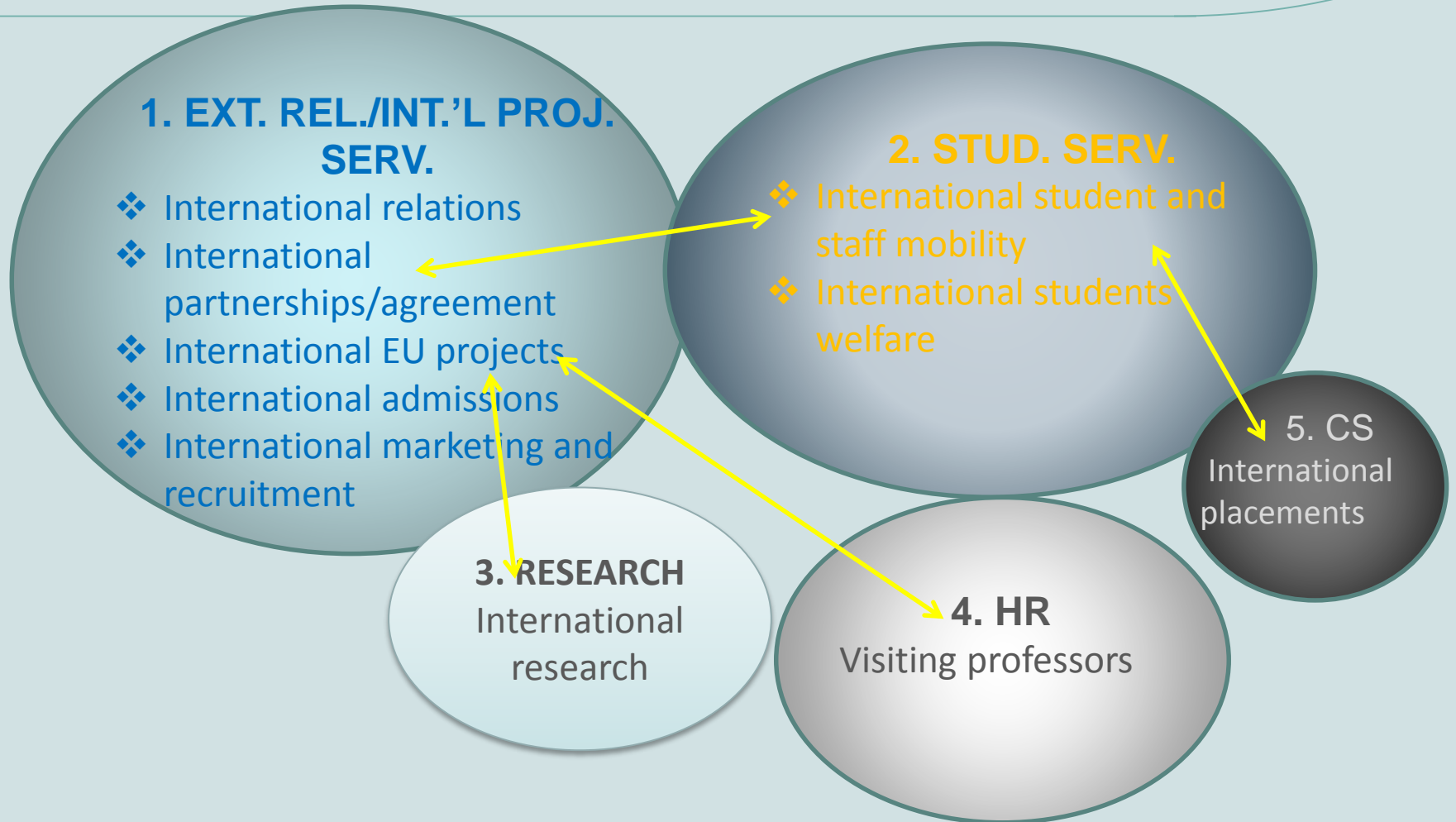
- Africa
- China – Vice Rector
- Far-East Asia
- Gulf countries and Iran
- India (3)
- Latin America
- North America
- Pakistan and South Central Asia
- Western Europe



# Internationalisation at the managerial level

- Managerial areas involved:
  1. Communication and External Relations
  2. Student Services
  3. Research
  4. Human Resources
  5. Career Service

# PoliMI – International activities and administrative units



# Coordination

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- The Vice Rector meets the delegates twice a year
- Main internal relations with the delegates are kept by the International Projects Service
- The area/middle managers should meet regularly to discuss overlapping field of actions

# Considerations on mainstreaming

## Advantages

- Internationalization embedded in all university processes
- No marginalisation of internationalisation
- If successfully managed, makes the university truly international

## Disadvantages/Risks

- Not suitable for an initial phase of internationalisation
- Need to have a very strong internal communication systems
- Requires strong commitment from top management/middle managers

# MDH internal organisation

- Faculty Board for Education and Research
- International strategist
- Council for international activities
- Working group for international activities
- International recruitment group
- International teams at each school with one main coordinator
- Administration regarding internationalisation is integrated in the organisation
  
- The Student Union

# MDH strategic work

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- The Council for international activities is in charge of producing a proposal
- The proposal is drafted after consultation with the schools and relevant administrative bodies
- The Vice Chancellor makes the final decision



# The Council

- Meets 5-6 times per year
- The Council decides on recruitment priorities
- Makes recommendations for decisions on joint and double degrees
- Supervises strategic partnerships
- Supervises international projects of strategic importance that include more than one school
- Recommends indicators and evaluations

# Administrative organisation

- Always let those who know best do the job
- Moving from one International Office to integrated internationalisation
- Separate strategic work from practical
- Competence development
- Coordination
- Communication

