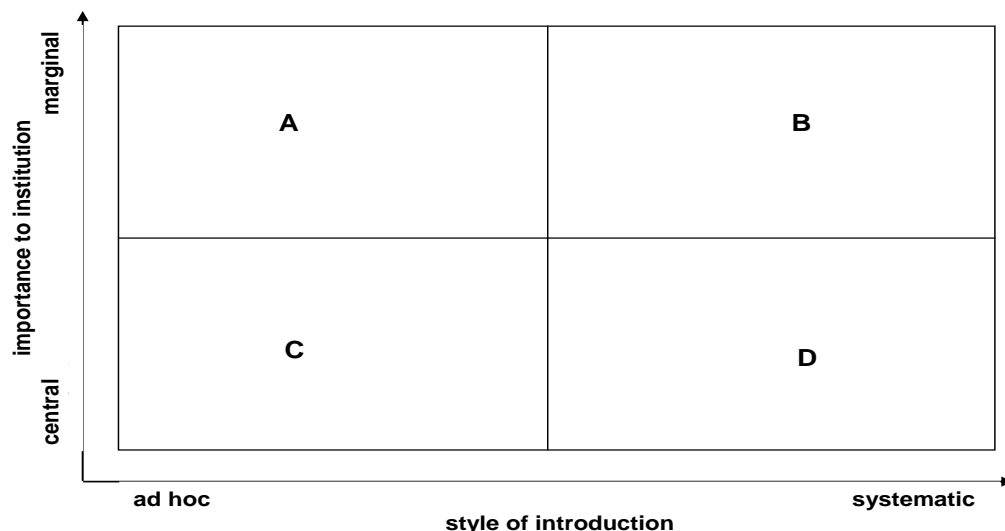


Institutionalisation of Approaches to Internationalisation in Universities



Quadrant A	Quadrant B
<ul style="list-style-type: none"> • Small amount of business • Linkages mainly individualised • Unsystematic financial arrangements • Little specialisation • Weak data • Low on agenda laissez faire 	<ul style="list-style-type: none"> • Small business, but precisely identified and targeted • Related to internal strengths and external opportunity • Accurate financial arrangements • Niche marketing • Small and meaningful agreements • Limited but targeted training
Quadrant C	Quadrant D
<ul style="list-style-type: none"> • Considerable business across range of categories, countries, client groups • Ill-focused marketing, limited scrutiny • 'Knee-jerk' responses • Eccentric financial management • Tensions within university – inter-unit, culture • Unstable ground rules • Support services unevenly geared to international effort • Quality control ad hoc • Much unsubstantiated rhetoric • Devolved initiative taking 	<ul style="list-style-type: none"> • Clear mission: followed through • Large volume of work in many categories, mutually reinforcing, intellectual coherence • Extensive updated database • Clear operating arrangements for partnerships • Relevant and systematic support policies for personnel, finance, curriculum, student services • Investment expenditure • Dedicated organisational structure and creative tension with units • Constructive use of incentive systems • Systematic monitoring and readjustment

(Davies 1995)