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Dialogue on Innovative Higher Education Strategies



SUCCESSFUL UNIVERSITY INTERNATIONALIZATION

A PROCEDURES MANUAL
FOR INTERNATIONAL
OFFICES AT HIGHER
EDUCATION
INSTITUTIONS TO
IMPROVE THE
MANAGEMENT OF
INTERNATIONALIZATION
PROCESSES

PART 2: GUIDELINES FOR IMPLEMENTING THE INTERNATIONALIZATION PROJECT

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PART 2:

GUIDELINES FOR IMPLEMENTING THE INTERNATIONALIZATION PROJECT

INTRODUCTION: this handbook was developed by the project consortium ESDI (EStrategia De Internacionalización) within the frame of the program DIES (Dialogue on Innovative Higher Education Strategies) from the German Academic Exchange Service (DAAD) and funded by the Federal Ministry for Economic Cooperation and Development (BMZ).

The background of the project ESDI is described in Part 1 of the Manual.

The here following Part 2 provides the reader with the process guidelines for implementing the internationalization project at the own Higher Education Institution (HEI) and for generating the institution's specific process handbook. It describes also the therefore continuous improvement and quality management processes.

Part 3, which can be adapted via the process guidelines described in Part 2, is a generic handbook serving as a sample and as a basis for any HEI that wishes to implement systematic internationalization processes. Although describing numerous processes for internationalization, it does not claim to be exhaustive. It is meant to serve as a foundation only, given that an internationalization project anyway strongly depends of the already existing level of internationalization on the strategic and operational level at the HEI concerned.

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1. SETTING UP OF THE UNIVERSITY INTERNATIONALIZATION PROJECT

MAIN OBJECTIVE:	To set up the internationalization project of a university, define its frame and starting points.
MOTIVATION:	The setting up of the university's internationalization project is a development process that may be subject to (internal) restrictions from the viewpoint of involved stakeholders. The process guidelines for implementing the internationalization project at the own higher education will help to generate an internationalization process handbook valid for the university's strategy and reality. For this purpose, a generic handbook ready to be adapted to the university's needs is proposed in Part 3. The process guidelines of Part 2 have to be considered as a meta-document that will not be part of the internationalization process handbook that each individual higher education institution (HEI) will generate for the implementation of its own internationalization strategy.
STAKEHOLDERS:	The Vice-Rector for international affairs / cooperation and the International Relations Office, Faculties / Departments
DESCRIPTION OF THE PROCESS:	The development of an internationalization process handbook for the implementation of a university's internationalization strategy and reality is a task that cannot be seen in isolation, but which is connected with decisions about the internationalization process itself and which has a strong impact on the university and its processes more generally speaking.

STEPS OF THE PROCESS:	<p>The setting up of a university internationalization project and of an internationalization process handbook is a project that contains the following sub-projects (phases):</p> <ol style="list-style-type: none"> 1. Project Initiation 2. Decision about the Level and Scope of the Project 3. Project Planning and Management 4. Development of the Internationalization Strategy 5. Tailoring the University's Internationalization Process Handbook 6. Quality management
RELATED PROCESSES:	All other processes described in this handbook since these need to be documented in the handbook.
PROCESS MANAGER(S):	The Vice-Rector for international affairs / cooperation
OUTCOME(S):	<ol style="list-style-type: none"> 1. The University's internationalization project 2. The University's internationalization strategy 3. The University's internationalization process handbook
VERSION / AUTHOR:	Version 1.0 / ESDI Consortia

2. PROJECT INITIATION

MAIN OBJECTIVE:	To describe the initial internationalization process for the university allowing for the generation of a university's internationalization process handbook
MOTIVATION:	Initialization is critical for the project success
STAKEHOLDERS:	The Vice-Rector for international affairs / cooperation and the International Relations Office / Faculties
DESCRIPTION OF THE PROCESS:	The development of an internationalization process handbook is connected with decisions about the internationalization process itself and has also a strong impact on the university and its processes more generally speaking. Hence, the process needs to be supported by University top management.
STEPS OF THE PROCESS:	<ol style="list-style-type: none"> 1. Project Initiation by IRO or Rectorate 2. Assignment of responsibilities 3. Assignment of resources 4. Staffing
RELATED PROCESSES:	All other processes described in this handbook since these need to be documented in the handbook.
PROCESS MANAGER(S):	The Vice-Rector for international affairs / cooperation
OUTCOME(S):	The project description issued by university management
VERSION / AUTHOR:	Version 1.0 / ESDI Consortia

3. LEVEL AND SCOPE OF THE PROJECT

MAIN OBJECTIVE:	To describe the process of defining the level and scope of the handbook
MOTIVATION:	This is critical for the project size and the resources needed and the applicability of the result. This will also influence whether the project has to develop a university internationalization handbook (that applies to all organizational units including Rectorate, administration, faculties and schools) or just an international relations office handbook (that applies to the IRO and describes their relations to other organizational units).
STAKEHOLDERS:	The Vice-Rector for international affairs / cooperation and the International Relations Office / Faculties
DESCRIPTION OF THE PROCESS:	This is a process that runs in parallel to the development processes since the university needs to learn about the necessary resources, scope and level of a handbook
STEPS OF THE PROCESS:	<ol style="list-style-type: none"> 1. Coordination with university quality management 2. Estimate of cost, timeline and staffing 3. Decision by university management
RELATED PROCESSES:	All other processes described in this handbook since these need to be documented in the handbook.
PROCESS MANAGER(S):	The Vice-Rector for international affairs / cooperation
OUTCOME(S):	The detailed project description and scope issued by IRO and agreed by university management
VERSION / AUTHOR:	Version 1.0 / ESDI Consortia

4. PROJECT PLANNING AND MANAGEMENT

MAIN OBJECTIVE:	To describe the process of project management and planning
MOTIVATION:	Project management is critical for the project success
STAKEHOLDERS:	The Vice-Rector for international affairs / cooperation and the International Relations Office / Faculties
DESCRIPTION OF THE PROCESS:	This is a process that runs in parallel to the development processes since the university needs to learn about the necessary resources, scope and level of a handbook
STEPS OF THE PROCESS:	<ol style="list-style-type: none"> 1. Project planning including, Work Breakdown Structure, Project structure plan, Network scheduling, Milestone plan, plans for staffing and funding 2. Formal project initialization – kick off 3. Establishing of a Project controlling and reporting system e.g. via Earned Value Analysis and Milestone trend analysis 4. Ongoing project controlling 5. Project finalization 6. Final documentation and aftermath
RELATED PROCESSES:	All other processes described in this handbook since these need to be documented in the handbook.
PROCESS MANAGER(S):	The Vice-Rector for international affairs / cooperation, IRO
OUTCOME(S):	Project management documentation
VERSION / AUTHOR:	Version 1.0 / ESDI Consortia

5. DEVELOPMENT OF THE INTERNATIONALIZATION STRATEGY

MAIN OBJECTIVE:	To ensure that there is an internationalization strategy
MOTIVATION:	The handbook implements the internationalization strategy of the university
STAKEHOLDERS:	Top level management (executives and board)
DESCRIPTION OF THE PROCESS:	Internationalization is an ongoing process. The strategy, targets, resources and roadmaps have to be planned, implemented and controlled. A HEI internationalization strategy can be developed FROM the HEI strategy (taking up the strategic goals of the HEI) or as PART of the HEI strategy development.
STEPS OF THE PROCESS:	<ol style="list-style-type: none"> 1. Check documents to compile existing internationalization strategy 2. Involve internal and external stakeholders for their contribution to the strategy 3. Compile draft internationalization strategy 4. Follow university procedures to discuss, finalize, formally approve and communicate the strategy 5. Document strategy acc. to 02-
RELATED PROCESSES:	All other processes described in this handbook since these need to be documented in the handbook.
PROCESS MANAGER(S):	The Vice-Rector for international affairs / cooperation, IRO
OUTCOME(S):	University internationalization strategy
VERSION / AUTHOR:	Version 1.0 / ESDI Consortia

6. TAILORING OF THE UNIVERSITY'S INTERNATIONALIZATION PROCESS HANDBOOK

MAIN OBJECTIVE:	To ensure that the handbook matches university requirement
MOTIVATION:	The handbook needs to be adapted to the university and its strategy and processes
STAKEHOLDERS:	The Vice-Rector for international affairs / cooperation and the International Relations Office / Faculties, and Students
DESCRIPTION OF THE PROCESS:	This handbook comes in a generic form. It can be used as a basis but needs to be adapted
STEPS OF THE PROCESS:	<ol style="list-style-type: none"> 1. Analyze the existing processes 2. Develop and describe improved processes 3. Get top-level management approval for the processes 4. Adapt the handbook to reflect the processes
RELATED PROCESSES:	All other processes described in this handbook since these need to be documented in the handbook.
PROCESS MANAGER(S):	The Vice-Rector for international affairs / cooperation, IRO
OUTCOME(S):	University internationalization strategy
VERSION / AUTHOR:	Version 1.0 / ESDI Consortia

7. QUALITY MANAGEMENT

MAIN OBJECTIVE:	To ensure that the handbook matches university requirements at a high quality level
MOTIVATION:	If the handbook development process needs to be supported by an independent quality management system
STAKEHOLDERS:	Top level management (executives and board) University Quality Management
DESCRIPTION OF THE PROCESS:	<p>There are two activities that must be coordinated and run in parallel:</p> <ol style="list-style-type: none"> 1. Make sure that the handbook is aligned with university quality management requirements: e.g. formal layout of process descriptions interface with existing processes 2. Make sure that the handbook development process has quality control in all phases
RELATED PROCESSES:	All other processes described in this handbook since these need to be documented in the handbook.
PROCESS MANAGER(S):	The Vice-Rector for international affairs / cooperation, IRO
OUTCOME(S):	University internationalization strategy
VERSION / AUTHOR:	Version 1.0 / ESDI Consortia

8. CONDITIONS FOR THE FURTHER DEVELOPMENT OF THE HANDBOOK

- Committed leadership
- Integration of continuous improvement activities
- Culture of continuous improvement
- Focus on employee empowerment
- Focus on critical processes
- Quality management systems
- Measurement and feedback systems and learning organization

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