



Importance of Internationalization for Developing Higher Education Institutional

Assoc. Prof. Dr. Mohd Ariffin b. Abu Hassan
Universiti Teknologi Malaysia
17 February 2022





Importance of Internationalization for Developing Higher Education Institutional



At the end of this session, the participants will

- Comprehend the reasons why universities have to include internationalization as one of their core policies
- Understand the impacts of internationalization for enhancing university excellence
- Know the strategy for developing strong global networks and linkages with partners.
- Have some exposure of best practices in implementing international networking strategy and initiatives.
- How to effectively manage the internationalization strategy at the university

What?

Internationalization

- Knight (2008) lists the requirements for internationalisation in universities:
 - Activities, such as study abroad;
 - Outcomes based approaches, such as student competencies;
 - Rationales such as income generation;
 - A process of integrating an international dimension into the functions of the university
 - At home, involving campus based activities to promote international/intercultural understanding; and
 - Abroad, involving all forms of “cross border education”

Knight, J. (2008) Higher education in turmoil: The changing world of internationalization. Rotterdam: Sense Publishers. Education Library: LB2322.2 .K55 2008

*“... the process of integrating an **international, intercultural or global dimension** into the purpose, functions or delivery of higher education at the institutional and national level”*
(Knight, J. 2008)



Activity 1.1: Understanding Internationalisation

Break-out Session. Discuss the following questions:

1. What do you understand by Internationalization in higher education institutions?
2. What are the benefits of internationalization?

Small Group Discussion (10 minutes)

Presentation in big group – 10 minutes

Main goals of internationalisation* (n=2317)

	EHEA	FI	DE	IT	KZ	NL	PL	SK	ES	UK
Prepare students for global world	76%	83%	88%	78%	61%	94%	61%	55%	82%	78%
Improve the quality of education	65%	65%	69%	38%	77%	66%	54%	55%	59%	38%
Inst. reputation/competitiveness	53%	41%	51%	69%	54%	39%	66%	49%	55%	68%
Improve the quality of research	38%	38%	36%	33%	33%	26%	36%	54%	31%	32%
Financial benefits	12%	13%	6%	21%	2%	6%	27%	14%	13%	42%
Better service local community	11%	21%	9%	6%	6%	16%	14%	5%	22%	8%
Respond to demographic shifts	8%	3%	11%	10%	0%	11%	14%	4%	5%	7%
Other	1%	1%	1%	1%	0%	3%	0%	0%	2%	2%
Don't know	0%	1%	0%	1%	0%	0%	1%	3%	0%	0%

*Respondents were able to select up to three answers

FI: Finland, DE: Germany, IT: Italy, KZ: Kazakhstan, NL: Netherlands, PL: Poland, SK: Slovak Republic, ES: Spain, UK: United Kingdom

Top 10 internationalisation activities prioritised in strategy* (n=1917)

	EHEA	FI	DE	IT	KZ	NL	PL	SK	ES	UK
Int. mobility of home students	68%	55%	73%	62%	72%	63%	62%	74%	84%	72%
Int. student recruitment	53%	57%	36%	68%	39%	48%	72%	54%	49%	85%
Int. mobility of home staff	39%	36%	35%	15%	45%	20%	47%	54%	41%	17%
Int. strategic partnerships	38%	51%	41%	25%	40%	50%	17%	7%	40%	63%
Programmes in non-local language	33%	45%	33%	55%	16%	26%	59%	35%	42%	0%
Joint/dual/double degrees	29%	21%	35%	62%	47%	12%	24%	18%	44%	13%
Campus internationalisation	26%	26%	45%	22%	16%	31%	31%	16%	27%	18%
Internationalisation of home curriculum	21%	18%	28%	7%	13%	49%	7%	7%	23%	16%
Int. staff recruitment	20%	35%	13%	17%	20%	14%	26%	14%	8%	16%
Int. rankings-focused activities	18%	15%	8%	33%	27%	12%	26%	7%	11%	26%
Courses developing int. awareness	18%	19%	29%	7%	16%	31%	9%	5%	5%	17%

*Respondents were able to select up to five answers

Why Internationalisation?

The top five reasons for internationalising an institution are to:

1

improve student preparedness

2

internationalise the curriculum

3

enhance the international profile of the institution

4

strengthen research and knowledge production

5

diversify its faculty and staff

Marmolejo, F. (2012), "Internationalization of higher education: the good, the bad, and the unexpected", Chronicle of Higher Education, October 22, 2012.

What is Internationalization?

Internationalization

Internationalization at Home

International Standard
Wellbeing & Support Services

Global mindset

International student & staff
recruitment

Inter-cultural Exchange

Inbound Student Mobility

Research collaboration &
joint publication

Inbound Staff Mobility

Curriculum & Teaching and
Learning

Internationalization Abroad

Global partnerships &
alliances

Transnational education/joint
degree

Outbound Staff mobility

Outbound Student mobility

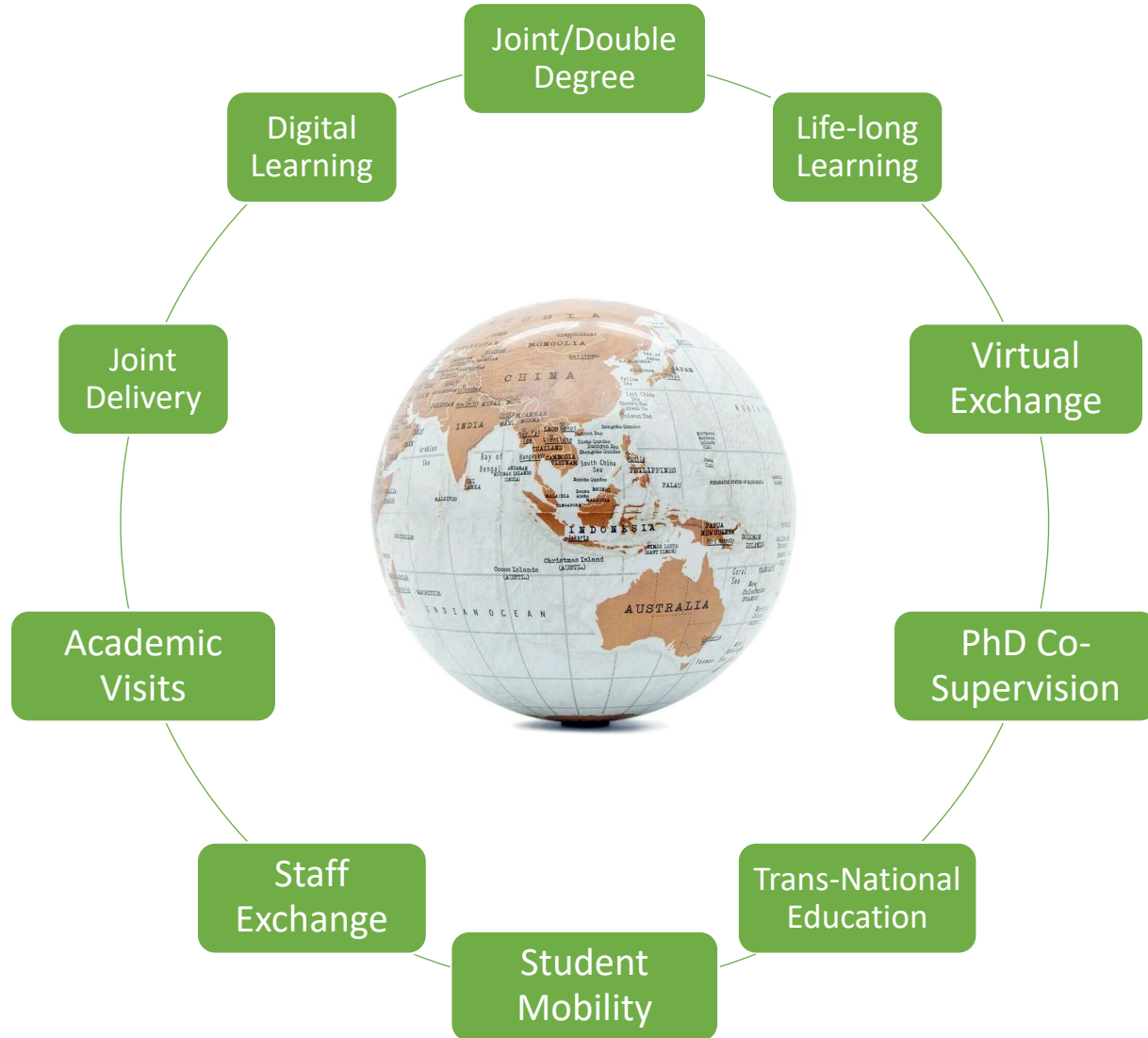
Student Global Experience

The Big WHY?

- Because of STUDENTS
- Why the students enter the university?
 - To better themselves – education is linked to economic prosperity
 - To become equipped with skills, knowledge and attributes
 - To become globally connected and competitive
 - To gain transferable skills
 - To develop intercultural skills
- And because we are educators
- We are here because of students
- Internationalization should be designed on campus – at home



Enhancing Global Educational Experience Pathways



Relationship Building & Networking

i.e. building and actively maintaining working relationships and/or networks of contacts to further the University's goals.

Accesses sources of information



Builds key contacts



Seeks new networking opportunities for self and others.



Strategically expands networks



Creates networking opportunities

- Seeks opportunities to partner and transfer knowledge (e.g. by actively participating in conferences, meetings, committees, multi-stakeholder groups and/or seminars).
- Cultivates personal networks in different parts of the University and effectively uses contacts to achieve results.
- Initiates and develops diverse relationships.

- Builds networks with parties that can enable the achievement of the University's strategy.

- Creates and facilitates forums to develop new alliances and formal networks.
- Identifies areas to build strategic relationships.
- Contacts senior officials to identify potential areas of mutual, long-term interest.

THE EAIE BAROMETER

INTERNATIONALISATION IN EUROPE

Second edition

SIGNPOSTS OF SUCCESS

“The institutions that mainstream their efforts seem to be the most successful”

The report indicated that pursuing internationalisation for reasons closely aligned with the traditional missions of the university – teaching and research – was found to coincide with staff confidence in the future of internationalisation at their institution.

“It is important to have an alliance and a strategic approach to internationalisation, because one factor by itself will not be a ‘quick fix’,”

“In addition to having a collaborative structure in place where dedicated staff work on internationalisation, offering staff training on internationalisation... seems to bring about a higher feeling of accomplishment,”

Stakeholder Focus

i.e. identifying and responding to current and future stakeholder needs; providing service excellence to internal and external stakeholders

Responds to stakeholder requests



Builds positive stakeholder Relations



Anticipates and adapts to stakeholder needs



Fosters a stakeholder focused culture



Considers the strategic direction of stakeholder focus

- Maintains ongoing communication with stakeholders.
- Regularly and systematically contacts stakeholders or prospective determine their needs.
- Uses understanding of stakeholder's perspective to identify constraints and advocate on their behalf.
- Works with stakeholders to adapt services, products or solutions to meet their needs.
- Anticipates areas where support or influence will be required and discusses situation/concerns with appropriate.

Leveraging Diversity

Subscribes to diversity policies



Aligns team Behaviours



Utilizes team diversity to organisation's advantage

- Recognizes and utilizes skills of staff with diverse backgrounds to benefit the organisation, clients, and co-workers
- Addresses and corrects the use of inappropriate language or actions which deride diversity



Recognizes diversity and promotes inclusiveness

- Builds a diverse staff with a variety of skills who function effectively to accomplish the mission of the organisation
- Develops a creative initiative focused on recognizing the various dimensions of diversity to encourage inclusiveness in the workplace



Develops support systems for promoting diversity & inclusiveness

- Creates a diverse and inclusive environment after a major reorganisation which brings together different cultures, ideas, and experiences
- Identifies creative approaches for targeted recruiting to develop a representative workforce that benefits from diverse strengths

Everyone wants to be a World-Class University (WCU)..

Becoming an outstanding world-class university and able to take active part in national development through education, research and community service – Universitas Brawijaya

“To be the world class national university, generating knowledge and innovation for the creative and sustainable transformation of Thai society – Chulalongkorn University

“ Towards a world-class university in engineering , science and technology for sustainable development. ” UTHM

“To rapidly evolve into a world class institute with a focus on high-quality education, research, university-industry linkages, entrepreneurship, and innovation in order to play a key role in the development of information technology in Myanmar, and the world at large.” - Myanmar Institute of Information Technology

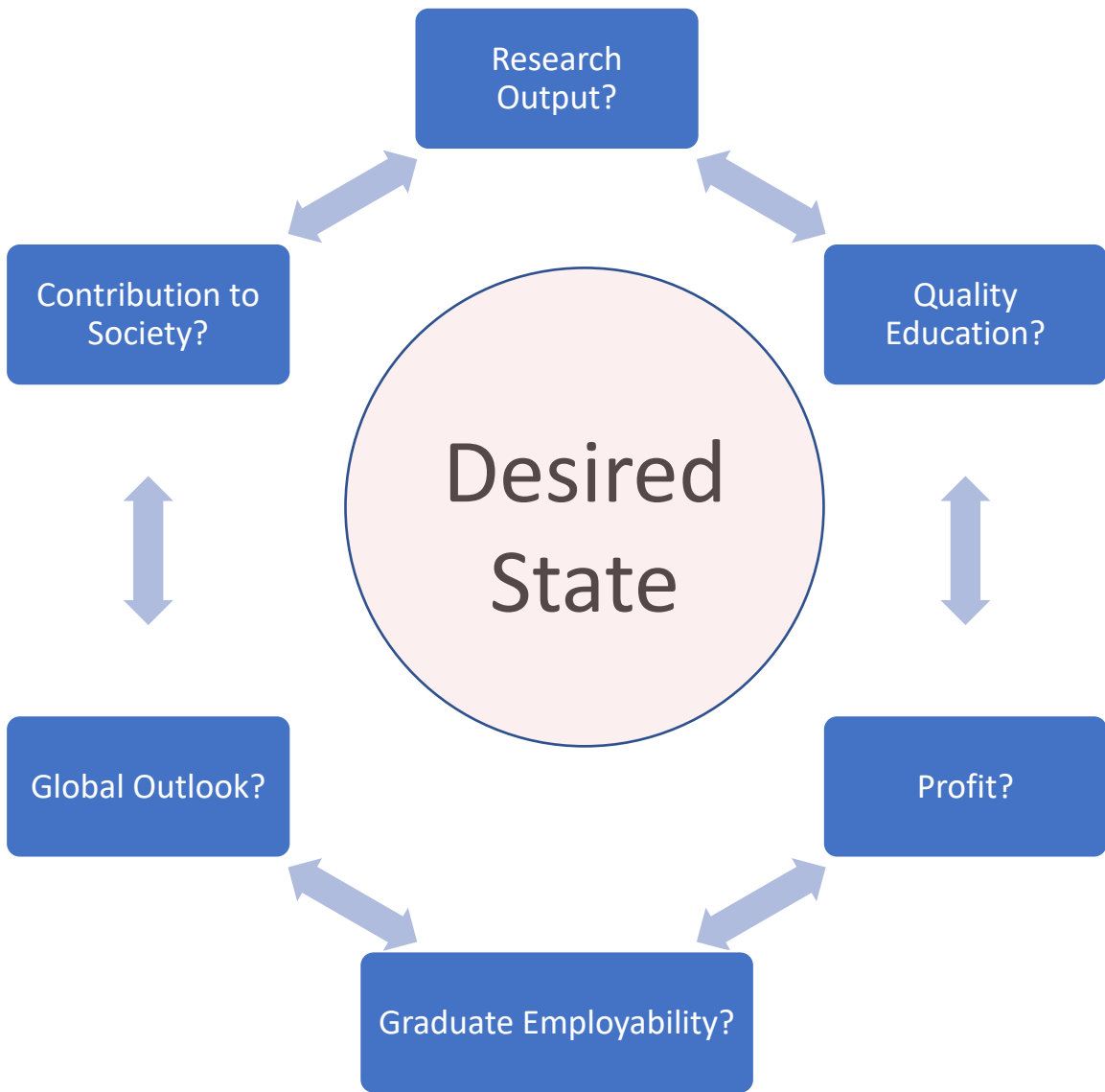
‘To be a world-class institution in education, research and innovation for the betterment and prosperity of the people in the region’. University of Dubai, UAE

‘A world class international university that supports outstanding students and staff, working in world class facilities, conducting leading-edge education and research, focused on the needs of society’ Queen’s University Belfast, UK

“Our Vision is to be a world-class university committed to scholarly excellence.” University of Nairobi

”To be a world-class university at the cutting edge internationally in all targeted fields of pursuit” HKUST

What defines a 'GREAT' university?



The paradox of the world-class university, however, as Altbach has accurately observed, is that “everyone wants one, no one knows what it is, and no one knows how to get one”

Altbach, Philip G. 2004. “The Costs and Benefits of World-Class Universities.” *Academe* 90 (1, January-February).

Determining the University Performance Indicators for Global Prominence



Mission



Strategy



Initiatives



Indicators

Why Internationalization is one of the Performance Indicators?



Branding

- Increase global visibility
- Marketing
- Ranking
- Academic Reputation
- Alumni



Institutional Strength

- University Missions
- Develop stronger research
- Financial Sustainability
- Strategic Partnership



Education

- Quality teaching
- Provide the most relevant education to students
- Quality graduate attributes with global outlook

Case Study on Internationalization Strategy: Taylor's University (Malaysia)



**TAYLOR'S
UNIVERSITY**

Wisdom • Integrity • Excellence

- Focus on Global Employability
- Focus on Student Experience
- Focus on Collaboration and Developing Strategic Partnerships
- Focus on Internal Institutional Support



Case Study on Internationalization Strategy: University of Kent (UK)

- The objectives below have been identified to support the University of Kent in meeting its strategic goals.
 - Undertake a critical review of existing partnerships and their impact on Kent's Internationalisation Strategy and global engagement
 - Increase the number of international partnerships with top ranking institutions worldwide, in a series of calendared, targeted regions
 - Cultivate major and multi-lateral strategic partnerships for cross- institutional engagement
 - Enhance engagement with international education and training funding organisations (e.g. Erasmus+) to increase the quality and success rate of consortia bid submissions
 - Establish new initiatives to increase student and staff participation in international mobility programmes

University of
Kent

Instituting Internationalization Strategy



1. Awareness



2. Commitment



3. Planning



4. Operationalise

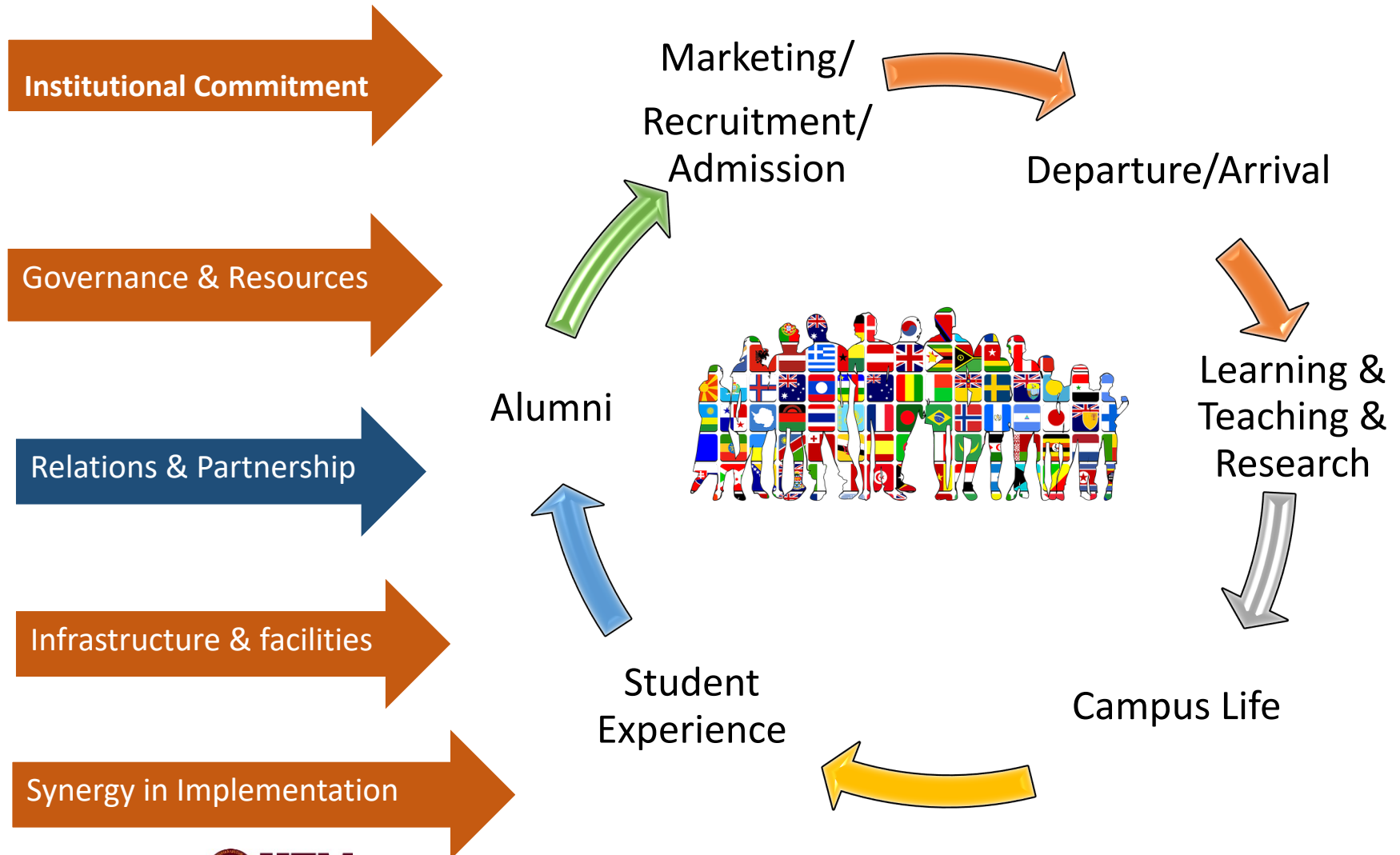


5. Review



6. Reinforcement

Resources Required for Institutional Internationalization Ecosystem



Strategic Global Relations

- The essence of collaborative partnership is for all parties to mutually benefit from working together
- All partnerships must be preceded by **networking** and knowing each other at personal level
- Types of partnership:
 - Bilateral
 - Multi-lateral
 - Association-based
 - Individual (in-formal)



WELCOME PROF. LAWRENCE SUSSKIND & MIT DELEGATES

MIT-UTM
SUSTAINABLE CITIES
FELLOWSHIP
COLLABORATION
PROGRAM

2ND ANNUAL PRACTICUM 6 - 24 JANUARY 2015

MIT Massachusetts Institute of Technology

UTM UNIVERSITI TEKNOLOGI MALAYSIA

For more information, please visit website: <https://malaysia.mit.edu>

ASEAN University Network

Ge4 GLOBAL EXCHANGES FOR ENGINEERS AND ENTREPRENEURS

WORLD TECHNOLOGY UNIVERSITIES NETWORK

ATU-NET Asia Technological University Network

UMAP

Activity 1.2: Developing International Partnership

Small Group Activity (within the break-out groups) – 15 minutes

1. As the Director of International Office, you are assigned to develop international partnerships with two universities in Europe and two universities in China.

How do you choose the institutions?
Explain why did you choose the universities?
What are your proposed strategic steps to develop the partnerships

2. Presentation in big group – 20 minutes

Total time: 35 minutes



International Collaboration

Institutional Level
partnership

Capacity Building Projects

Community Projects

Joint/Double/Dual Degrees

Transnational Education

Institutional Networks

Low level of
institutional
capacity

High level
of
institutional
capacity

Ad-hoc scientific activities
Ad-hoc academic programmes /
One-off Short Courses

Joint Research

Joint course offerings

Joint Publication

Seminar/Conferences

Faculty-
Departmental
Level Cooperation



- Some recommended tips:
 - Integrating the project/partnership into institutional development activities at all levels
 - Institutional dissemination of the project/partnership to increase its visibility
 - Having the university Presidents sign protocol of co-operation and top management to attend important meetings
 - Formalising the relationship, tasks and responsibilities of administration and integrating them into the institutional policy
 - Linking the partnership to a specific national priority and broadening the impact of the partnership to the national level whenever possible and feasible

Sustainable Partnership Framework



How to build and grow international network



1. Have an institutional international strategy and policy
2. Attend, present and exhibit at conferences & exhibitions
3. Publication co-authorship with international partners
4. Reach out to authors & editors
5. Attend social events at conferences
6. Go on an exchange/attachment and send/receive students/staff
7. Develop online presence through Linked-In, Ranking Tables etc
8. Invite international colleagues/editors to scientific committees, thesis examination, external reviewers
9. Offer to become a speaker in seminar/events
10. Join and actively involve in international associations/alliances/network
11. Create your own network of specific interest
12. Keep in touch, continuously





Speaking at International Forums



On-line Conferences & EVENTS



"LEADING UNIVERSITIES TOWARDS ACHIEVING SUSTAINABLE DEVELOPMENT GOALS (SDG) IN HIGHER EDUCATION: LESSONS FROM COVID-19"

AKEPT Talk: Dialogue on Values-based Education (DOVE) Series 3
22 June 2020 | 0900 - 1100 MYT (UTC+8)

0900 - 0910
Welcoming Remarks by
Prof. Dr. Nordin Yahaya
Director of Higher Education
Leadership Academy (AKEPT)

Moderator
Assoc. Prof. Dr. Mukhzeer Mohamad Shahimin
Deputy Director, Centre Leadership Development (AKEPT)

Speakers

0910 - 0940
Prof. Charles Hopkins
UNESCO Chair in Reorienting Education towards Sustainability, York University
Integrating Sustainable Development Goals (SDGs) into Higher Education

0940 - 1010
Professor Emeritus Geoff Scott
Higher Education and Sustainability of Western Sydney University, Australia
Leading Universities Towards Achieving Sustainable Development Goals (SDGs) in Higher Education: Lessons from Covid-19: Australia's Experiences

1010 - 1040
Prof. Dr. Sumiani Yusoff
Director of Institute of Ocean and Earth Sciences, University of Malaya
Leading Universities Towards Achieving Sustainable Development Goals (SDGs) in Higher Education: Lessons from Covid-19: Malaysia's Experiences



25th Annual Green Chemistry & Engineering Conference

Sustainable Production to Advance the Circular Economy

VIRTUAL CONFERENCE
June 14-18, 2021



ASEE'S VIRTUAL CONFERENCE

At Home with Engineering Education

JUNE 22 - 26, 2020 (EDT)

#ASEEVC ASEE

PRESENTED BY UNIVERSITY OF MARYLAND

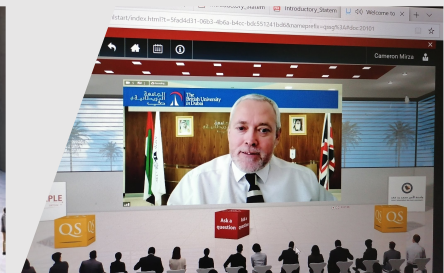
International Education Conferences



**Asia-Pacific Association
for International Education**
ANNUAL CONFERENCE & EXHIBITION
Vancouver, Canada | March 27-31, 2022



Online Conference & Exhibition



.....

Conference & Exhibition



International Grants

- Collaborative Scientific Research Grant
- International Students and Staff Mobility/Exchanges
- Senior Researcher Fellowships
- Post-doctoral Fellowships
- Post-graduate Scholarships
- Study Visits
- Seminar/Conferences
- Research/Networking Workshops
- Capacity Building Grants
- Doctoral Scholarships



新南向政策資訊平臺
New Southbound Policy Portal



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



JSPS



MEXT

MINISTRY OF EDUCATION,
CULTURE, SPORTS,
SCIENCE AND TECHNOLOGY-JAPAN



Global Connections

Build & Sustain
Personal
Relationships –
informal
settings



Thank you!

