

Universitat Rovira i Virgili

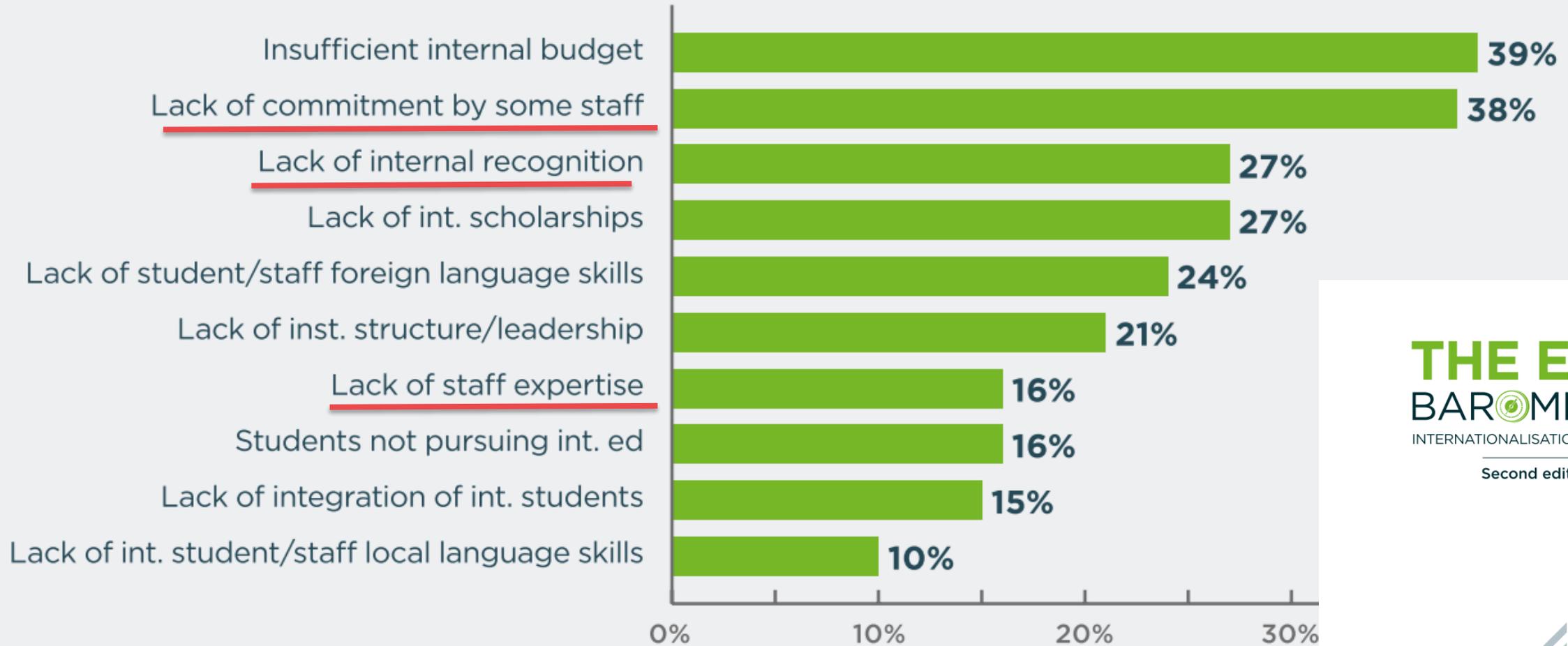
**Unlocking the innovative potential of staff
through internationalisation**



Potential locked?

Biggest internal challenges

Top 10 internal challenges* (n=2099)



* Respondents were able to select more than one challenge

Challenges of internationalisation

THE EAIE
BAROMETER
INTERNATIONALISATION IN EUROPE
Second edition

Main Blockers and Enablers of internationalisation

UNIVERSITÀ CATTOLICA del Sacro Cuore
CEI Centre for Higher Education Internationalisation

European Parliament Study - Delphi Panel

Blockers		Enablers	
Staff (Academic/Admin.)	17.3%	Staff (Academic/Administrative)	17.2%
Economic Considerations	16.8%	Leadership	16.7%
Regulatory Aspects	10.2%	Students	12.5%
Leadership	9.1%	Policy, Strategy	12.0%
Stage of Development	9.1%	Economic Considerations	7.8%
Other priorities	8.6%	Stage of Development	7.3%
Policy, Strategy	7.6%	Organisational units for IoHE	5.2%
Understanding	6.6%	Understanding	3.6%
Students	2.5%	Competitiveness	3.1%
Foreign Languages	2.5%	Political Interests	2.6%

Source: Presentation at the CHEI Spring PhD Seminar in Brescia (Italy) by Fiona Hunter, April of 2017 (Hunter, 2017).

*We Have Met the Enemy and
He Is Us: The Role of the Faculty
in the Internationalization of Higher
Education in the Coming Decade*

Michael Stohl

What about professional staff?

Stohl, M. (2007). We have met the enemy and he is us: The role of the faculty in the internationalization of higher education in the coming decade. *Journal of Studies in International Education*, 11(3–4), 359–372. <https://doi.org/10.1177/1028315307303923>



What are the solutions?

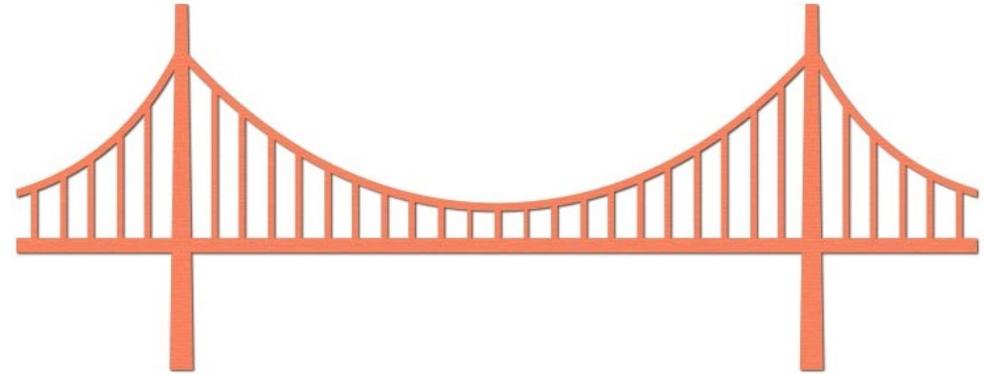
Narrative of disengagement: not a good starting point



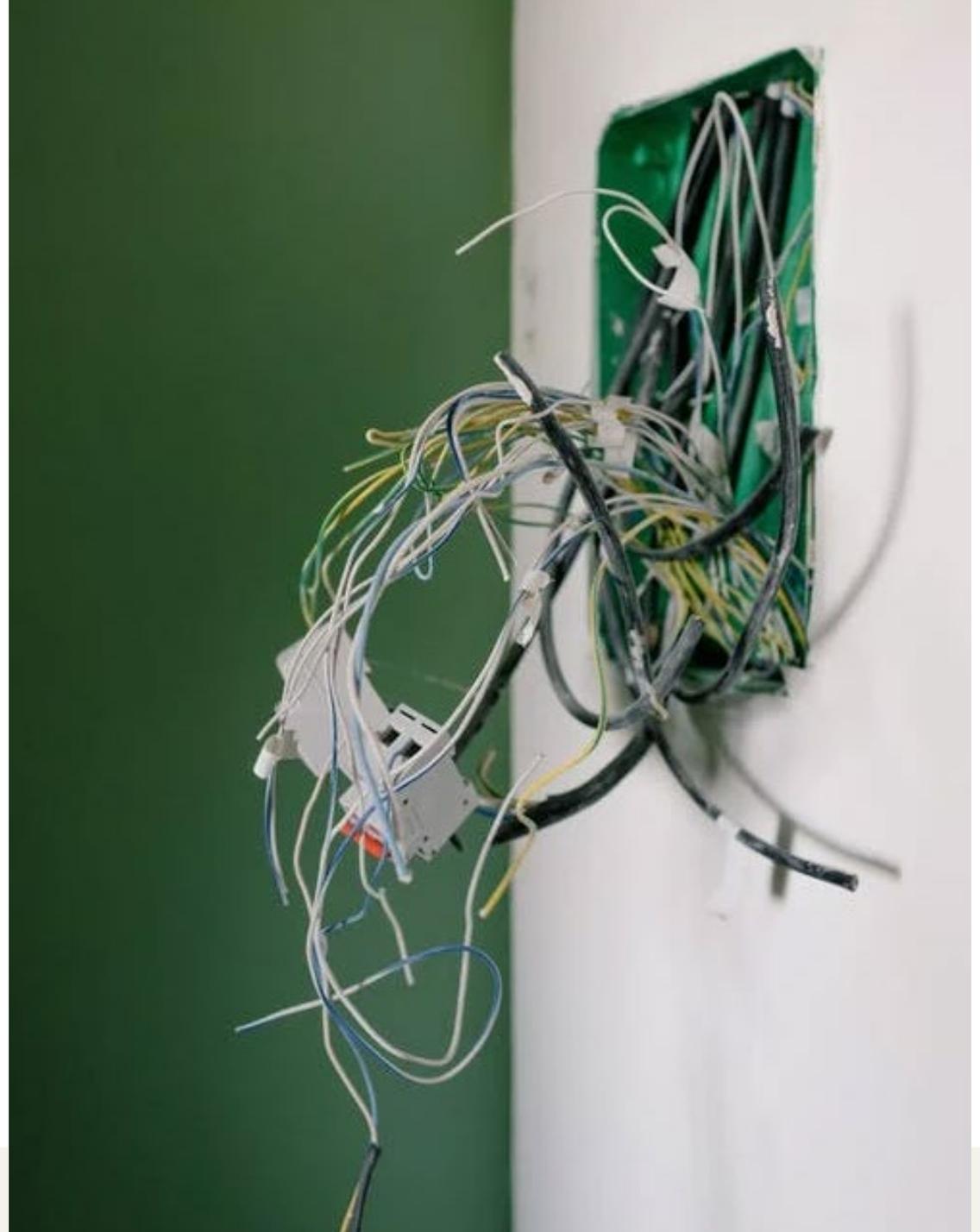
Engagement and The three C's

- 1) Comprehension
- 2) Competence
- 3) Connection

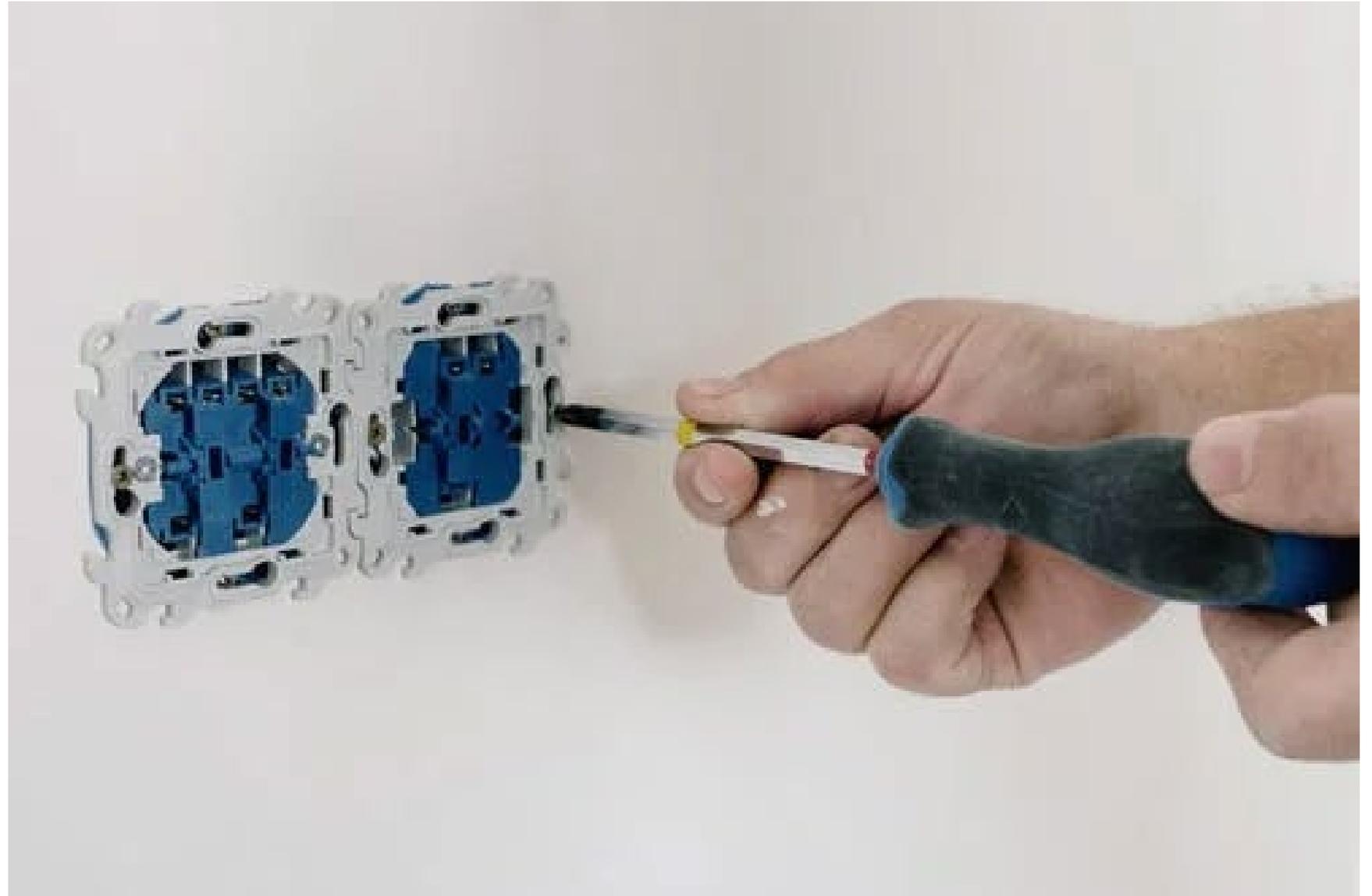
(Hudzik and McCarthy 2012)



Comprehension



Competence



Connection



One possible way...



- ▶ IaH proposal to transform the mindsets of staff (both administrative and academic) towards internationalisation, thus transforming our institution from within
- ▶ Through a course on internationalisation in the own language of the institution and based on peer learning (trainers are also staff members of the same institution)
- ▶ Interactive experiential learning
- ▶ Awareness raising, first step into change processes (such as internationalisation)
- ▶ Training, Empowering, Engaging
- ▶ Final individual projects with presence of leadership (commitment & recognition)
- ▶ For more info: www.suctiproject.com & www.suctia.com

But not the only way...

- ▶ Events and seminars
- ▶ Networks, European University Alliance
- ▶ International newsletter... In English!
- ▶ COIL coordinator
- ▶ Training on intercultural communication
- ▶ Training on COIL
- ▶ Mobility opportunities (Incoming Mobility – visiting professors)
- ▶ Ambassador kit

What is key?



You are important! You are needed!



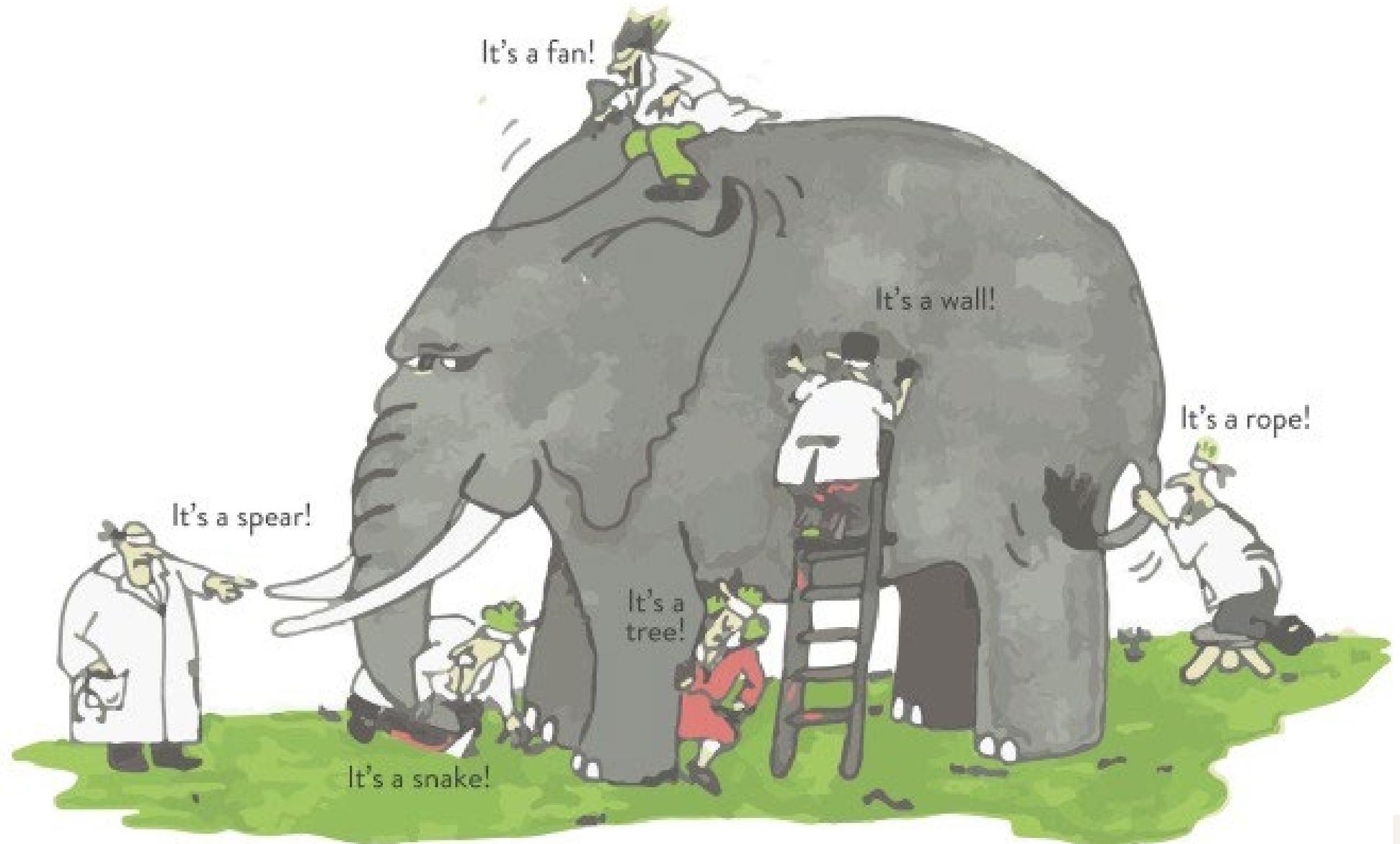
My two C's: Cake & Castells



The message



The big picture



Equal partners



Important ingredients



COMMUNICATION

Different ways to contribute

RECOGNITION

invitation

Institutional culture

Collaboration

Connection to the vision, goals... Engagement

Different types of engagement

Comprehension: I understand what it is and what my place is in the big picture

Competence: skills, I know how to contribute and have the tools

Some examples

*Signs at the
Library*

*Guide
to implement
international.
in new Master's
programs*

*Collaboration
intra
units*

*Turn system
at
Admissions
office*

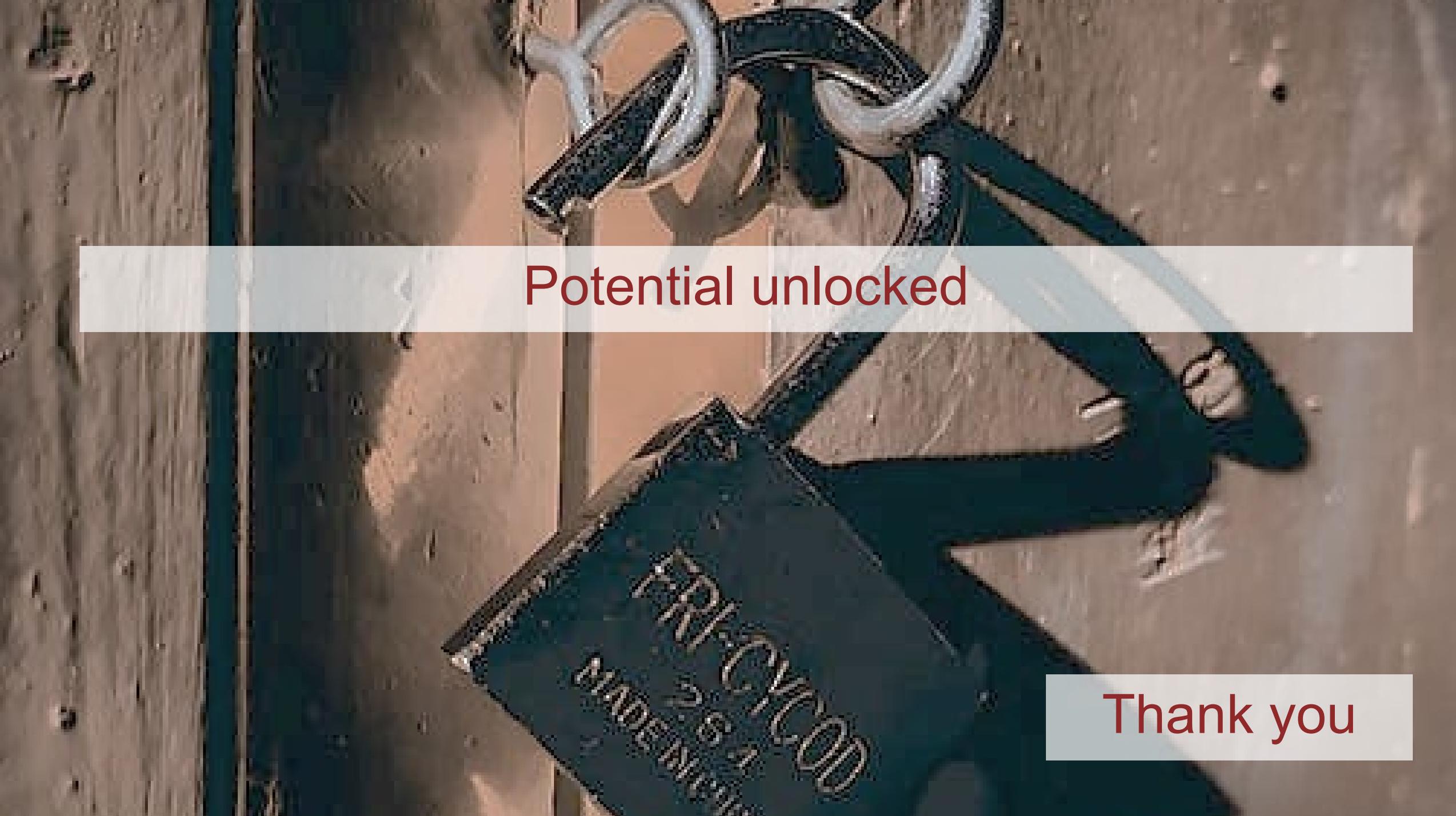
Thorns

- ▶ Engaging staff in internationalisation is not a magic formula that you can replicate from one institution to the next, from one context to the next
- ▶ It is complex, as you need to look at it from a variety of angles, with a variety of tools and ways
- ▶ You will never get everyone onboard
- ▶ You need to keep at it! Again and again and again.
- ▶ Leadership needs to be involved, be the first ones to understand and believe in it
- ▶ Internationalisation not only as a buzzword
- ▶ Measuring engagement is impossible... ok, difficult!
- ▶ Institutionalising formulas of recognition to those engaged is not always easy
- ▶ Universities are change-averse institutions, and internationalisation is change!

Roses



- ▶ Engaging staff is the only way forward to implement a comprehensive internationalisation approach
- ▶ It transforms the institutional culture – internationalisation as second nature
- ▶ It is possible to get a lot of stakeholders onboard. Our societies help!
- ▶ Step by step, little by little, change is iterative, internationalisation is change
- ▶ Leadership needs to be involved, they lead the way, share the vision
- ▶ Horizontal collaboration among units
- ▶ Outcomes more important than outputs!
- ▶ International office is no longer “the only reference”, everyone must contribute
- ▶ Enough platforms and ways... sometimes only an invite can do wonders
- ▶ Universities need to be leading the way, being examples for our societies to follow suit!



Potential unlocked

Thank you