Unlocking the innovative potential of staff through internationalisation
Potential locked?
Biggest internal challenges

Top 10 internal challenges* (n=2099)

- Insufficient internal budget: 39%
- Lack of commitment by some staff: 38%
- Lack of internal recognition: 27%
- Lack of int. scholarships: 27%
- Lack of student/staff foreign language skills: 24%
- Lack of inst. structure/leadership: 21%
- Lack of staff expertise: 16%
- Students not pursuing int. ed: 16%
- Lack of integration of int. students: 15%
- Lack of int. student/staff local language skills: 10%

* Respondents were able to select more than one option.
Main Blockers and Enablers of internationalisation

<table>
<thead>
<tr>
<th>Blockers</th>
<th>Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff (Academic/Admin.)</td>
<td>Staff (Academic/Administrative)</td>
</tr>
<tr>
<td>Economic Considerations</td>
<td>Leadership</td>
</tr>
<tr>
<td>Regulatory Aspects</td>
<td>Students</td>
</tr>
<tr>
<td>Leadership</td>
<td>Policy, Strategy</td>
</tr>
<tr>
<td>Stage of Development</td>
<td>Economic Considerations</td>
</tr>
<tr>
<td>Other priorities</td>
<td>Stage of Development</td>
</tr>
<tr>
<td>Policy, Strategy</td>
<td>Organisational units for IoHE</td>
</tr>
<tr>
<td>Understanding</td>
<td>Understanding</td>
</tr>
<tr>
<td>Students</td>
<td>Competitiveness</td>
</tr>
<tr>
<td>Foreign Languages</td>
<td>Political Interests</td>
</tr>
</tbody>
</table>

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?

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](http://www.suctiproject.com) & [www.suctia.com](http://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

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

Connection to the vision, goals… Engagement

Different types of engagement

Collaboration

Institutional culture

Communication

Different ways to contribute

Recognition

Invitation
Some examples

- Signs at the Library
- Guide to implement international in new Master's programs
- Collaboration intra units
- Turn system at Admissions office
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!
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