Fachhochschule Osnabrück
University of Applied Sciences

Internationalization and quality management

How to implement and control an effective internationalization strategy in higher education institutions
MODERN Peer Learning Workshop Amsterdam 2010

By: Prof. Dr. Peter Mayer
University of Applied Sciences Osnabrück

Contents

1. Developing an internationalization strategy
2. Internal quality management and internationalization
3. How to control for implementation
4. Internal quality assurance and internationalization
5. External quality assurance and internationalization

Excellent quality management in internationalization of higher education institutions requires a sound process of developing the strategy and a sound content.

1. Developing an internationalization strategy – common understanding

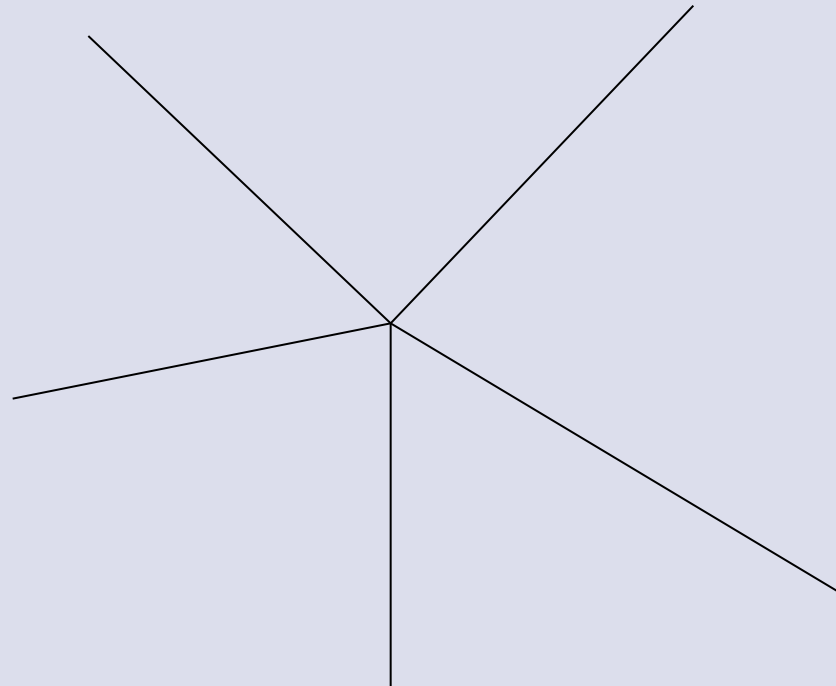Fachhochschule Osnabrück
University of Applied Sciences

Approach	Description
Activity	Categories or types of activities used to describe internationalisation; such as curriculum, student/faculty exchanges, technical assistance, international students
Competency	Development of new skills, knowledge, attitudes and values in students, faculty and staff. As the emphasis on outcomes of education grows there is increasing interest in identifying and defining global / international competencies
Ethos	Emphasis is on creating a culture or climate on campus which promotes and supports international / intercultural initiatives
process	Integration or infusion of an international or intercultural dimension into teaching, research and service through a combination of a wide range of activities, policies and procedures

Knight 1999: 15

Clarify what the aims of internationalization should be:

- ❖ Academic goals
- ❖ Political goals
- ❖ Economic goals
- ❖ Training
- ❖ Cultural goals

Desiderata

- Involve the right stakeholders and follow a participatory process in developing the strategy
  - Internal stakeholders: senate members, faculty board members, international office,
  - External stakeholders: Funding agencies, important players in international affairs

1. Elements of a successful strategy: Programmes

Academic programmes	-Student exchange programmes -Foreign language studies -Internationalized curricula -International students …
Research and scholarly collaboration	-Area and theme centres -Joint research projects -International research agreements
External relations and services (domestic and abroad	Community-based partnerships and projects -Alumni development projects -Off-shore teaching sites
Extra-curricular activities	-student clubs and association

1. Elements of a successful strategy: Organisational matters

Governance	-Expressed commitment by senior leaders - active involvement of faculty and staff -Articulated rationals and goals for internationalization
Operations	- Intergrated into institution wide and department planning and budgeting and quality review systems -Appropriate organisational structure -Balance between centralised and decentralised promotion and management of internationalisation
Support services	-Student support services for international students like orientation programmes
Human resource development	-Recruitment and selection procedures which reorganizse interatnional and intercultural expertise -Reward and promotion policies to reinforce faculty and staff contribution to internationalization

The case of Osnabrück

Key issues when strategy was developed:

➢ Request came from ministry

➢ Leadership of institution required explicit strategy

➢ Participatory approach took one year

➢ Measures directed at student mobility, staff mobility and organizational matters

2. Implementing an internationalization strategy

-Creating awareness and a conducive culture for internationalization and its benefits for the institution

-Communicate the strategy and later on the successes

-Make resources available

-Build human capital resource

-Plan for review mechanisms

The case of Osnabrück

Creating awareness: information about strategy

Make resources available: new financing tool for faculty initiatives

Build human capital: additional staff in intern. office

Once a semester a roundtable intended to show progress and best practice

➢Controlling implies regular review of success and failure

➢Documentation of development required

➢Setting targets in quantitative forms an option

➢Internationalization objectives and steps to be taken can be part of an explicit agreement between the university and the faculty.

The case of Osnabrück

No formal process of controlling for implementation

No quantitative targets set

No explicit agreement over strategy between leadership and faculty

4. Internal quality management and internationalization

Important considerations for internal quality assurance

- Quality assurance should be systematic, regular, and participatory
- Aims of quality assurance and the understanding of quality in internationalization should be clear

Fachhochschule Osnabrück
University of Applied Sciences

Important considerations for internal quality assurance

- Externally agreed upon standards like code of conducts are helpful (see appendix)
- Benchmarking with national or international partners a good option
- Evaluation involving all important stakeholders (incoming and outgoing students, teaching staff, partner universities)

The case of Osnabrück

Some kind of feed back mechanism with incoming and outgoing students

Get together of internationally mobile staff once a semester

5. External quality assurance and internationalization

Integration of internationalization in external accreditation agency review mechanism

International accreditation as quality signal or even mandatory when registering international students

5. External quality assurance and internationalization

The case of Osnabrück

External quality assurance did not specifically look at internationalization strategy

International accreditation not yet sought

Germany: http://www.hrk.de/de/download/dateien/Beschluss_code_of_conduct.pdf

Australia:

http://aei.gov.au/AEI/ESOS/NationalCodeOfPractice2007/National_Code_2007_pdf.pdf

New Zealand:

http://www.minedu.govt.nz/NZEducation/EducationPolicies/InternationalEducation/ForProvidersO

fInternationalEducation/CodeofPracticeforInternationalStudents.aspx

France: http://www.diplomatie.gouv.fr/en/IMG/pdf/Version_anglaise_Charte2008.pdf

USA: http://www.forumea.org/documents/ForumonEducationAbroadCodeofEthics.pdf

Assistance in developing an internationalization strategy: International Association of Universities (IAU): http://www.iau-aiu.net/internationalization/i_services.html

Assisting German universities: German Rectors' Conference

Consulting agencies