The drafting of an international strategy plan

Dora Longoni, Politecnico di Milano, EAIE Board Member
TEMPUS IRIS Workshop, June, 20th 2013, Al Qasemi College, Israel
The international strategy

✓ It has to be tailor made according to the vision, the values and the priorities of the institution
  ▪ there is not a single strategy that can fit more than one institution

✓ It is a means to an end
  ▪ It has to support the institution fulfil its mission and reach its strategic objectives

✓ The leadership needs to make strategic choices
  ▪ prioritise what is strategic for the whole institution
The international strategy/2

✓ An international strategy has to be an integral aspect of the overall vision and strategy of the institution

- It can be included in the main strategy document
- It can be a different document
  - But synergy is very important
- Reaching the widest possible consensus is extremely important
  - The strategy has to be discussed with the main internal and external stakeholders
  - The plan has to be carried out
An articulated process

✓ To be sustainable an international strategy can be divided into different implementation phases

- It is a medium/long term process
  - from minimum 5 to 10 or even 20 years

- A thorough study of feasibility should be done in order not to have only statements on a nice strategic document
  - SWOT analysis
  - Risk and benefit analysis

- Foresee intermediate steps for reviewing goals and results
The starting phase

☑ Establish strategic objectives
  ▪ According to the mission/values/priorities of the institution
  ▪ Not a complicated academic document but clear and circumstantiated objectives
    ▪ Clarity is a fundamental aspect
    ▪ Internal and external communication is vital for the success of the strategy

☑ Reach the widest consensus possible on strategic objectives identified
Benchmarks

✓ Analysis of the state of the art
  ▪ The positioning of the institution with respect to the strategic objectives defined
    • Benchmarking with target institution at the national/international level
  ▪ Alliances with institutions in a similar position to maximise potential in reaching targets

✓ Establish deadlines and milestones
  ▪ SMART objectives in a definite timeframe
The implementation phase

✓ The most delicate phase
  ▪ Strategic decisions on how to implement the plan
    ▪ Which are the main actors involved? Faculty, administration, external stakeholders
    ▪ Who’s in charge of the process? Define leadership roles among academics and administrative functions

✓ Financial resources have to be assigned to priority activities/areas identified
  ▪ Decisions on funds available and on their allocation according to the strategic objectives have to be clearly communicated
The implementation phase/2

✓ Human resources

- Assess skills and capacities and determine needs
- Assign clear responsibilities for each prioritised activity in the plan
- Identify faculty members across school and departments to act as reference faculty for the success of the plan
- Create transversal working groups across the administration to implement services to reach objectives

✓ Communications strategy

- An internal and external communication plan has to be put in place
Measuring, monitoring and evaluating

✓ Key Performance Indicators (KPIs)
  ▪ Linked to the targeted priorities

✓ The importance of continuous monitoring and evaluation should not be under-evaluated
  ▪ Data gathering and reporting mechanisms
    • Decide which data in which moment of the year
    • Decide which data are for internal use only, which could be of interest for external stakeholders
Group discussion

Which strategic objectives for your internationalization strategy? How would you benchmark them?

• Thematic groups discussion
  – Group A, - Teachers’ colleges: Al-Qasemi Academic College of Education, Kaye Academic College of Education,
  – Group B – Social sciences/Humanities: Beit Berl College, The Max Stern Yezreel Valley College, Sapir College
  – Group C - Engineering and Design colleges: HIT and Shenkar
• 20 minutes discussion
• 10 minutes reporting to the whole class
PoliMI Internationalisation strategy 2004-2011

✓ In 2004 Politecnico di Milano launches an intense internationalisation programme aiming to make POLIMI more attractive for international students
✓ Priority is given to attracting international students into 2-year Laurea Magistrale/Master of Science courses and PhDs
✓ The strategy is backed by the Italian Ministry of University and Research, which provides funds also for the setting-up of a Sino-Italian Campus at Tongji University in Shanghai
✓ Sponsorship (scholarships) from stakeholders like local Chambers of Commerce and the Italian Institute for Foreign Trade
PoliMI overall vision in 2004

- To become one of the 10 best technical universities in Europe
- International strategy: a means to reach a much wider goal
- General consensus on the main goal
In the academic year 2003/04 foreign students enrolled were only 2% mainly in 3-year Bachelor programmes (Lauree).

In the same year PhD foreign enrolments reached 8%.

The action plan consisted in:
- creating an educational offer in English at the MSc level
- realising the basic conditions and infrastructure for internationalisation
  - marketing and promotion office
  - selection and admissions office
  - student services: welcome office, residence halls, etc.

In 2005/06 six Master of Science courses taught in English were introduced.

Funding for a Scholarship programme was obtained from the Italian Institute of Foreign Trade (100 scholarships) and from own funds.
### PoliMI: benchmarking 2004 and setting objectives 2005-2010

Strategic objectives set for 2011:
- 10% international students at LM (MSc) level
- 12 target countries
- Increase the number of MSc programmes taught in English

<table>
<thead>
<tr>
<th>Institution</th>
<th>Students</th>
<th>Faculty</th>
<th>% foreign students</th>
<th>Master of Science (post-graduate degrees) taught in English</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imperial College – London</td>
<td>10000</td>
<td>2500</td>
<td>22%</td>
<td>All</td>
</tr>
<tr>
<td>ETH Zurich</td>
<td>12000</td>
<td>3000²</td>
<td>20%</td>
<td>Not available</td>
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<tr>
<td>Chalmers - Göteborg</td>
<td>10000</td>
<td>1600</td>
<td>20%</td>
<td>All</td>
</tr>
<tr>
<td>TUM Munich</td>
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<td>480</td>
<td>18%</td>
<td>3</td>
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<tr>
<td>RWTH Aachen University</td>
<td>30000</td>
<td>2300</td>
<td>16%</td>
<td>6</td>
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<tr>
<td>TU Delft</td>
<td>13000</td>
<td>2500³</td>
<td>8%</td>
<td>All</td>
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<td>UPC Catalonia - Barcelona</td>
<td>28000</td>
<td>2500</td>
<td>6%</td>
<td>0</td>
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<tr>
<td>HUT Helsinki</td>
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<td>250</td>
<td>6%</td>
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<tr>
<td>Politecnico di Milano</td>
<td>40000</td>
<td>1100</td>
<td>2%</td>
<td>0</td>
</tr>
</tbody>
</table>
PoliMI – the start-up phase, courses and campuses

Master of Science programmes taught in English (Laurea Magistrale)

- Management, Economics and Industrial Engineering (Como Campus)
- Computer Engineering (Como Campus)
- Environmental Engineering (Como Campus)
- Building Engineering (Lecco Campus)
- Civil Engineering (Lecco Campus)
- Mechanical Engineering (Lecco Campus)
PoliMI – Laurea Magistrale (MSc) courses taught in English in 2011/2012

- Architecture
- Architecture: track in Sustainable architecture for large scale projects
- Urban Planning and Policy Design
- Product Service Systems Design
- Architectural Engineering
- Engineering for Risk Mitigation
- Environmental and Geomatic Engineering
- Management Engineering
- Materials Engineering and Nanotechnology
- Energy Engineering: track in Energy Engineering for an Environmentally Sustainable World
- Mechanical Engineering
- Automation Engineering: track in Automation and Control Engineering
- Computer Engineering
- Computer Engineering: track in Engineering of Computing Systems
- Electronic Engineering: track in Electronic Systems Engineering
- Electrical Engineering
- Internet Engineering
- Space Engineering
PoliMI - Results achieved in 2011

MASTER OF SCIENCE COURSES – INTERNATIONAL STUDENTS
ENROLLED

Recent data:
2011/12 – 15,1%
2012/13 – 18,3% (prov.)
PoliMI Vision 2012-2014

✓ A university of international relevance

  ▪ actively participating in networks of excellence
  ▪ pursuing quality research activities as defined by international standards
  ▪ attracting high profile international students in significant numbers at the Master of Science and PhD level
  ▪ with high quality administrative services addressed to both international and national students
  ▪ with a more and more international faculty

Quotes from Politecnico di Milano Strategic Plan 2012-2014
PoliMI – Strategic Objectives 2012 – 2014 - Education

- Enhancing the attraction of international students:
  - 20-25% at MSc level
  - 30-40% at PhD level
- International students should perform as well as national students
  - Focus on quality
- International students should be distributed among all programmes
  - From A.Y. 2014/15 all Master of Science courses will be exclusively offered in English (Phase 3)
THE INDEPENDENT

Italian university switches to English

By MICHAEL DAY in Milan

One of Italy’s top universities has sent shockwaves through the country’s higher education system by announcing that from 2014 its courses will be taught exclusively in English.

The radical move by Milan’s Politecnico university will, according to its rector Giovanni Azzzone, “contribute to the growth of the country”. He said the strategy would attract brain power and yield the high-quality personnel that would “respond to the needs of businesses”.

THE TIMES OF INDIA | UK

Italian university switches to English to woo Indians

May 18, 2012, 06.12AM IST

LONDON: Keen to attract students from India, China and other countries, a leading Italian university has decided to teach its courses exclusively in the English language, signifying a major shift in Italy’s higher education sector.

Amidst increasing global competition in the higher education sector, top officials of the Politecnico di Milano, established in 1863, believe that if it retains Italian as its language of instruction, it risked isolation and will not be able to compete as an international institution.
PoliMI - Internationalisation strategy 2012 – 2014 – unexpected obstacles

✓ A lawsuit is at the moment blocking the decision

✓ The court has cancelled the decision taken by PoliMI management (May 2013)

✓ The Academic Senate and Board of Directors jointly decided to challenge the verdict (June 2013)
PoliMI case study: some conclusions

✓ Very little governmental support to internationalisation strategies of HEIs in Italy

✓ In spite of this an Italian public institution
  - with a vision
  - and a consistent strategy and objectives
  - with ad hoc infrastructures and policies can achieve interesting results and enhance its reputation at the national and international level

✓ In any case a wide internal consensus is highly desirable, only objectives that are sustainable for the institution can be achieved as established
Mälardalen University

- University of Applied Science
- 13 000 students
- Bachelor, Master and PhD
- National recruitment – Regional context

- Strong profile
- Clear path forward since 2008
Mälardalen university

• Academic excellence
  – Education
  – Research
• Co-production
• Internationalisation

• Regional – Global co-operation
The Vision
International strategies

- 3 year strategies
- Annual action plans
- Annual report and result check
- Assessment
- Reassessment
Integrated strategy

- 4 year strategy for the university
- 4 year specified strategy
- Annual tasks for the schools
- Report and follow up connected to the annual report to the government
MDH - Internal organisation

• Council for international activities
  – Deans, international coordinators, heads of Communication and of Student Affairs

• Working group for international activities
  – International officers, international study advisors

• Project groups for overarching projects

• Internal organisation in each school
  – Programme directors, heads of divisions
The MDH goals

• Co-production in education and research
• Strategic partnerships
• Co-production to develop international activities
• Deliver education that leads to international employability
• Evaluation and assessment