A COLLABORATIVE APPROACH IN THE INTERNATIONALIZATION CYCLE OF HIGHER EDUCATION INSTITUTIONS

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Outline

- Why a collaborative approach to internationalization?
- Historical perspective of internationalization
- The definition of internationalization and its evolution
- Internationalization strategy & Support Services
- Internationalization cycle: the missing component
- Organizations acting as collaborative networks for student services
- Conclusions

Why a collaborative approach to internationalization?

- Internationalization seen as cooperation between institutions
- Internationalization as a concept brought in a more inclusive approach
- Internationalization is not marginal, rather a phenomenon
  - *A great call for more cohesion and cooperation within institutions/countries*
  - *It is not isolated, rather collaborative*

International of Higher Education:
An historical perspective

- Some roots of international dimensions that universities have always had:
  - *Universal knowledge and related research*
  - *Students and scholars' mobility*
- The international dimension of Higher Education have been changed over time;
  - *From being marginal to mainstream*
  - *And nowadays, a* ***phenomenon***

European Parliament Study, 2015

International of Higher Education:
An historical perspective

- Medieval roots: Religious pilgrims, university students and professors peregrinated along Europe seeking acquisition of knowledge (Latin common language)
- As nation-states emerged in the **18th and 19th centuries**, universities were de-Europeanised to be instead national-oriented:
  - *Restriction on study abroad,*
  - *Latin was replaced by local languages.*
- In the **20th century**:
  - *International cooperation and higher education exchange increased*
  - *Creation of different educational institutes*

European Parliament Study, 2015

International of Higher Education:
An historical perspective

- This transformation include (European Parliament Study, 2015):

  - *The mobility of/competition for students, teacher and scholars,*
  - *Export of academic systems,*
  - *Research cooperation,*
  - *Knowledge transfer and capacity building,*
  - *Internationalization of the curriculum and of learning outcomes,*
  - *Digital learning*

And a evolution in its definition

An historical perspective

<u>European model(s)</u>

- From the second half of the **1990s ahead:**
  - *Political rational → Economic rationales for internationalization*

- IHE was focused over the **past decade** on:
  - *International students recruitment*
  - *Give student the tools to enter to the labor market*

- Bologna process, Lisbon Strategy and the ERASMUS programme (between others) led to a stronger strategic approach to internationalization in HE.

European Parliament Study, 2015

Definition and evolution of the concept

- The term began to be used widely by higher education sector in the 1980s.
- Over the years, its meaning has changed: Internationalisation was **first** defined by **Knight** (1994, p. 3) as:

"the process of integrating an international dimension into the teaching, research and service functions of higher education".

Definition and evolution of the concept

- **Knight & De Wit** (1997, p. 8):

  *"Internationalisation of higher education is the process of integrating an international/**intercultural** dimension into the teaching, research and service functions of the institution"*

Definition and evolution of the concept

- European Parliament (2015, p. 33) as:

*"the **intentional** process of integrating an international, intercultural **or global** dimension into the purpose, functions and **delivery of post-secondary education**, in order to enhance the quality of education and research **for all students and staff**, and to make a meaningful contribution to society."*

Definition in a nutshell

Internationalization is an evolving concept that has moved from being marginal to be a phenomenon that it is not a goal in itself but a process where different stakeholders within Hels play a role.

(Perez-Encinas, 2017)

Internationalization strategies & Support services

- The provision of student services has become a key topic:
  - among academics and different stakeholders
  - due to the growing numbers of mobile students
- Institutions seeking to **attract and retain** international students are adopting student services and programming **to meet their expectations** (ACE, 2016), in order to not only create a global an international campus, but also to offer an inclusive environment that **meets the needs of international students**, both academically and culturally, not to mention personally.

Internationalization stragegies & Support Services

- Support services can be a key factor to attract and retain international and domestic students. Moreover, the internationalization of a university or institution “has become an indicator for quality in higher education” (de Wit, 2011, p. 39).

- One of the key drivers for campus internationalization is the **satisfaction of the international students with the provided support services**.

- Support services as a driver in the internationalization efforts of a university
  - ✓ ***Inventory of 26 support services*** *for Higher Education Institutions*
  - ✓ *Classification of services,* ***including a collaborative approach***

INVENTORY SUPPORT SERVICES (OWN COMPILATION)

- ADMISSION OFFICE
- ADMINISTRATIVE SERVICE
- ACADEMIC ADVISING/ SUPPORT
- LIBRARY
- IT AND SYSTEM SUPPORT
- COUNSELLING SERVICE

COUNSELLING SERVICE

CLASSIFICATION OF SUPPORT SERVICES

- **Knight and De Wit (1995)** identify many different activities as key components of internationalization that are divided in two main categories:
  - **programme strategies** (academic activities and services that integrate the international dimension)
  - **organizational strategies** (the development of appropriate policies and administration systems in order to ensure that international dimension)

- **Bianchi (2013)** identifies the provision of two types of services:
  - **Core** (which are related to teaching and learning)
  - **Peripheral** (those related to the living conditions and environment of the host country such as security, cultural and social activities, accommodation, transportation, and visa/entry requirements).

CLASSIFICATION OF SUPPORT SERVICES
(OWN COMPILATION)

Trends in International Support Services

(Ammigan & Perez-Encinas, 2017 forthcoming)

- (1) increased responsibility for providing immigration services to the international community on campus;
- (2) the importance of developing strong support through a collaborative programming and outreach model;
- (3) using key strategic communication strategies to maintain contact with international students;
- (4) the need for assessing international student satisfaction as a way to improve support services; and
- (5) the preparation for managing crisis and response to emergencies.

Organizations acting as collaborative networks for student services

- Organizations with a global and national focus on student affairs that might serve as a collaborative network to other types of support services offered internally in institutions
  - ***IASAS*** *(International Association of Student Affairs and Services)*
  - ***NASPA*** *(Student Affairs Administrators in Higher Education)*
  - ***ECSTA*** *(European Council for Student Affairs)*
  - ***CNOUS*** *(National Student-services Agency in France)*
  - ***Studentenwerke*** *(Umbrella student services organisation in Germany)*

Internationalization Circle

Internationalisation cycle, modified version (De Wit, 2002)

A collaborative approach…

Perez-Encinas, A (2017)

How to succeed?

The success depends on an internationalization strategy that includes and involves all stakeholders along all the cycle by using a collaborative approach.

- Engage with the whole institution community (all stakeholders)
- Ensure all points of view are represented (needs and demands)
- Be up to date to current trends and new issues rising
- Assess the internationalisation strategy periodically
- Use a collaborative approach along the whole internationalization cycle

A collaborative approach…

"…internationalization as an approach should be inherently collaborative between formal, informal services and all university constituents to enhance the quality of education, research and service function of the universities."

(Perez-Encinas, 2017)

THANK YOU FOR YOUR ATTENTION

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