Systemic Higher Education Change Towards Internationalisation

What's in it for me?

Learnings of SUCTI

Systemic?

What type of internationalisation activities do you promote in your institutions?
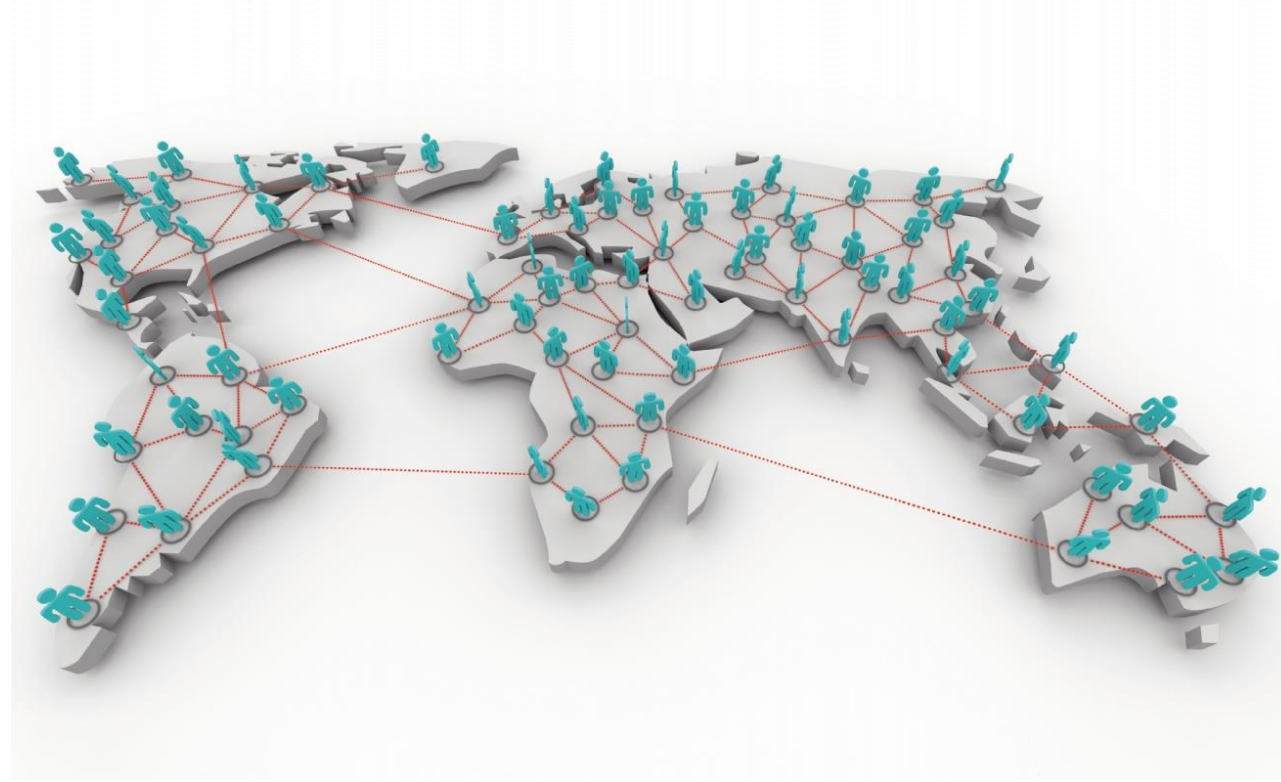
Who is targeted?

Do you think that your institution is doing enough in this sense?
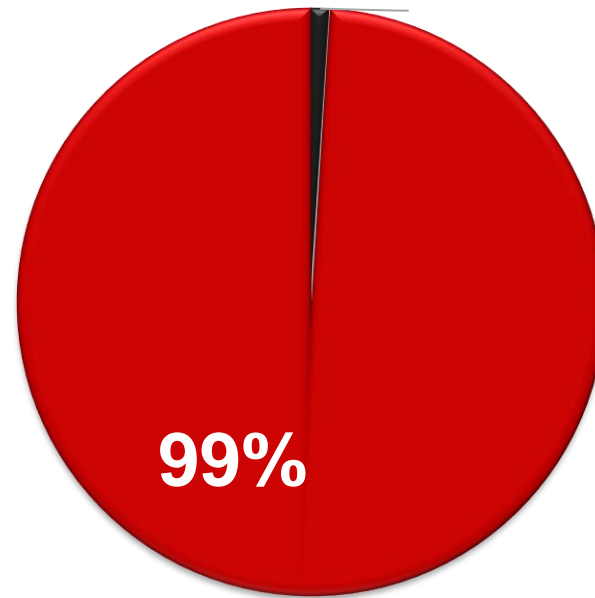
YES

NO

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Do you think that your institution is doing enough in this sense?
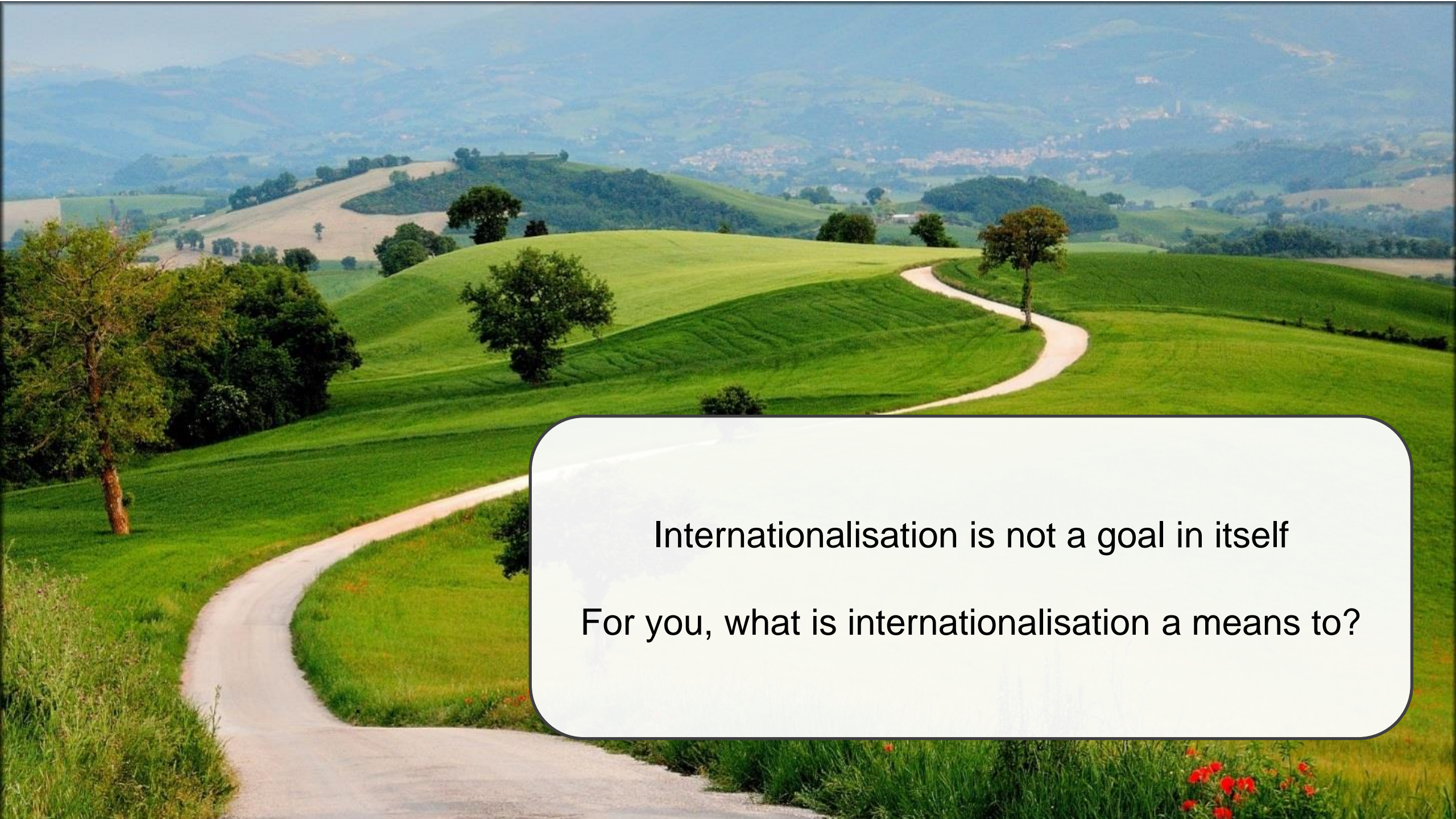
Prior results

99%

■ Yes ■ No

(Source: ca. 500 responses, EAIE Conference 2017&2018 + NAFSA2018 + AIEA2019 + APAIE2019)
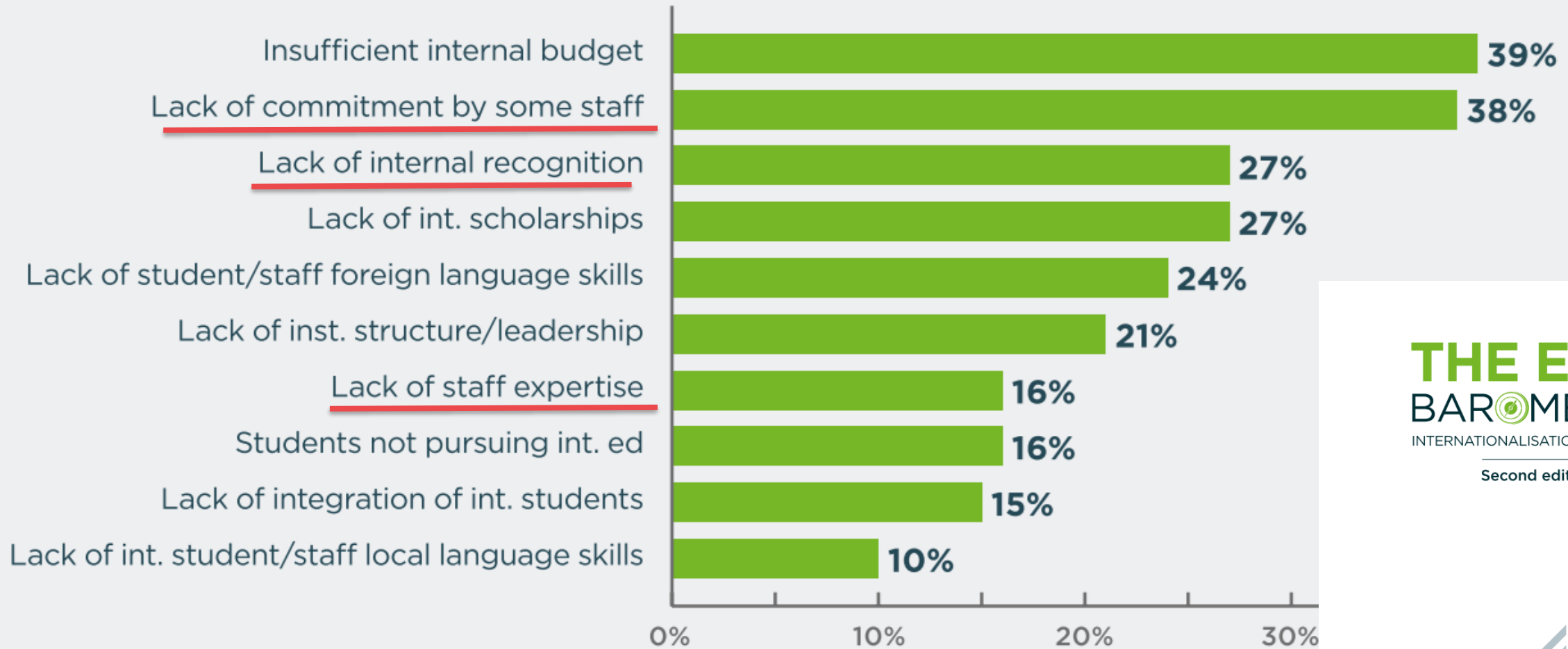
Partial view of internationalisation

Internationalisation is not a goal in itself

For you, what is internationalisation a means to?

Biggest internal challenges

Challenges of internationalisation

Top 10 internal challenges* (n=2099)

Challenge	%
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

THE EAIE BAROMETER
INTERNATIONALISATION IN EUROPE
Second edition

EAIE
European Association for
International Education

Anna-Malin Sandström
Ross Hudson

Main blockers and enablers of internationalisation

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

Findings in Germany – Inhope study

10,000+ responses over 3 years

60+ % of non-academic staff would be interested in internationalisation trainings

Only 11% have participated

About 50% feel not properly informed about any offer

SUCTI survey amongst institutions

180 responses

**48.3% have general staff
training programme**

**Only 27% provide training on
internationalisation
(mostly English language courses)**

(Source: SUCTI Report on Training Provision on internationalisation
for administrative staff in European Higher Education)

www.suctiproject.com

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Potential locked?

What are the solutions?

What can universities do?

According to Erasmus+...

▶ How can we create a systemic change?

Systemic change = Staff mobility

➢ What is the profile of staff going on mobility?
➢ What obstacles may they find?
➢ What happens when they come back to their job?

Once upon a time...

History of SUCTI

> 2011: Training course on internationalization for staff

1 course/yearly at the URV

Exported and shared:

History of SUCTI

▶ 2016-2019

▶ Amazing consortium & amazing trainers

UNIVERSITAT POLITÈCNICA DE CATALUNYA
BARCELONATECH
UPC   UNESCO Chair of Higher Education Management

U.PORTO

JUSTUS-LIEBIG-
UNIVERSITÄT
GIESSEN

UNIVERSITÀ
CATTOLICA
del Sacro Cuore

UAM
ADAM MICKIEWICZ
UNIVERSITY
POZNAŃ

EAIE
European Association for
International Education

G|I
Global Impact Institute

PROJECT COORDINATOR:

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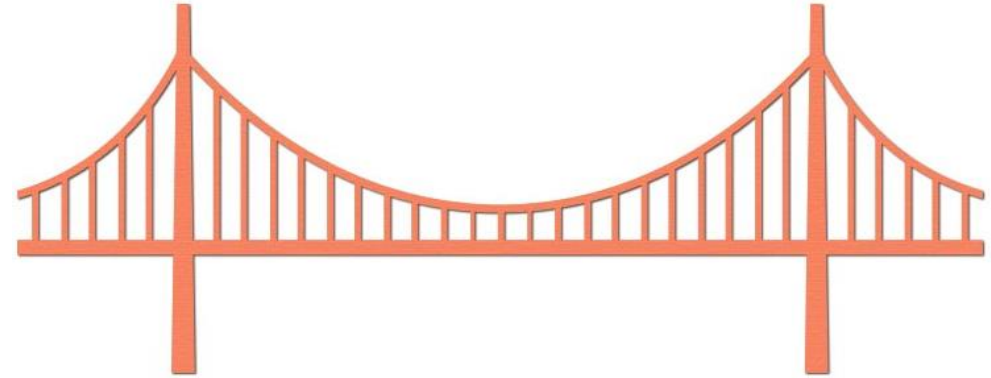
Engaging or disengaging staff, that is the question

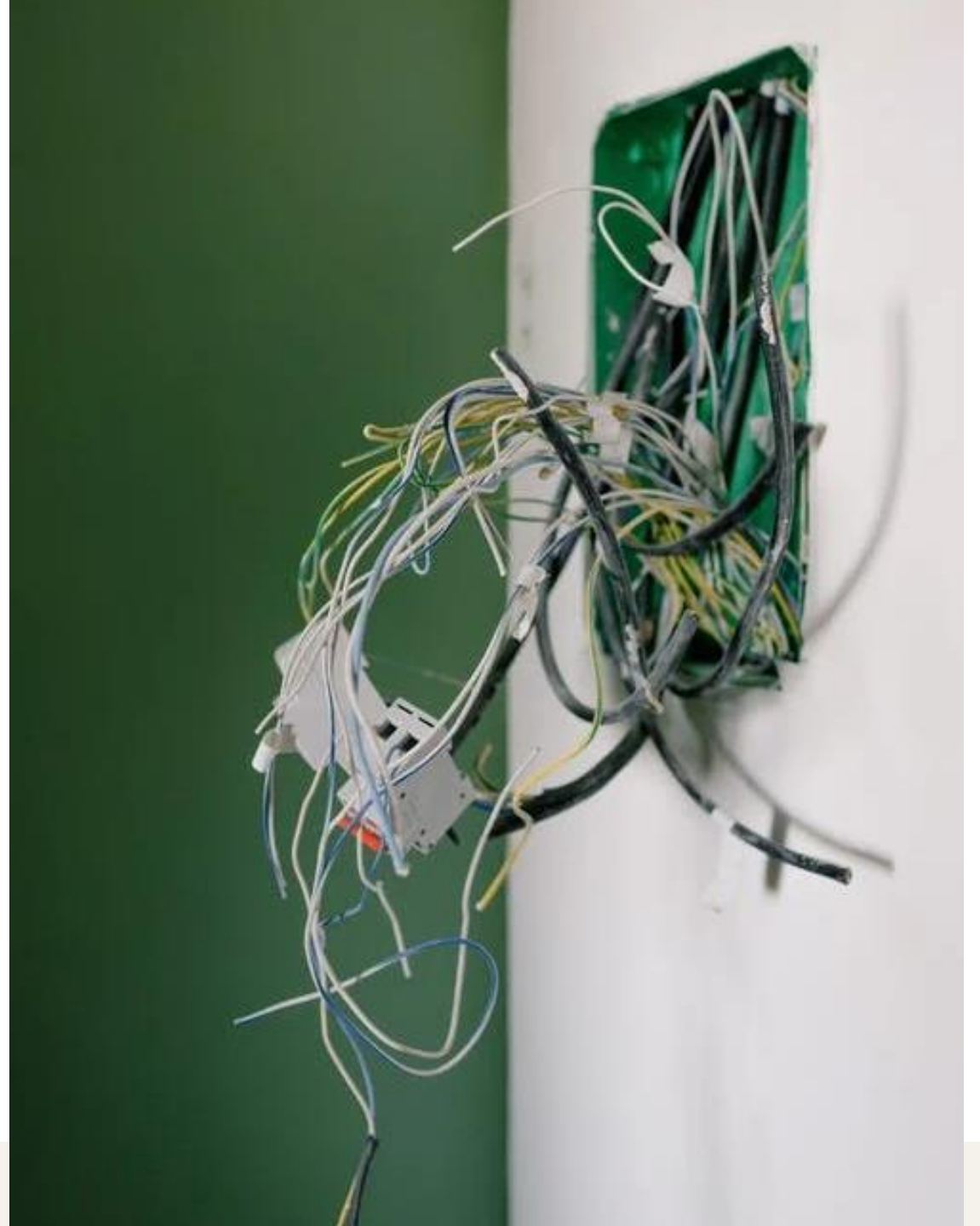# Narrative of disengagement: not a good starting point

Engagement and The three C's
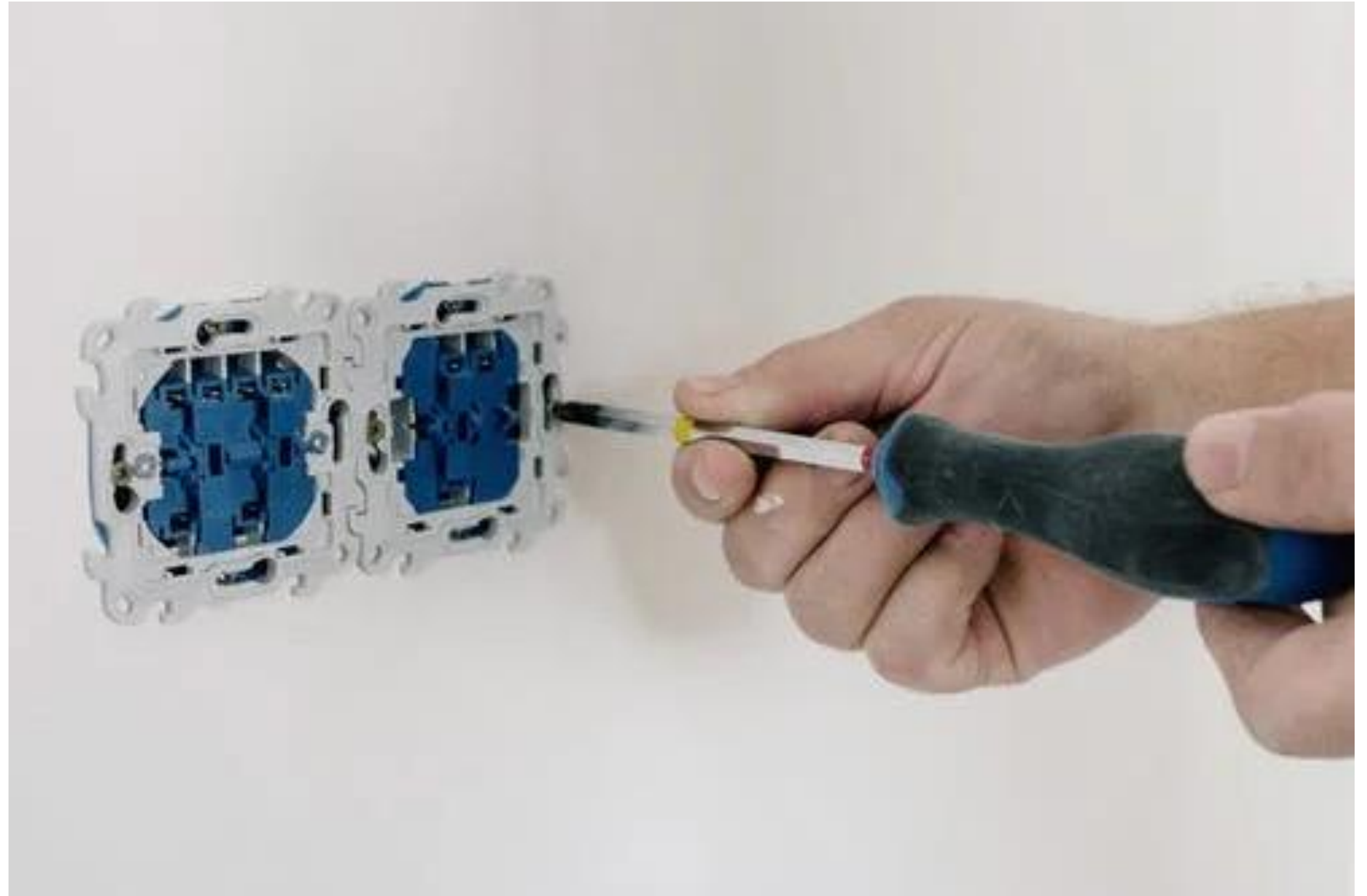
1) Comprehension

2) Competence

3) Connection

(Hudzik and McCarthy 2012)

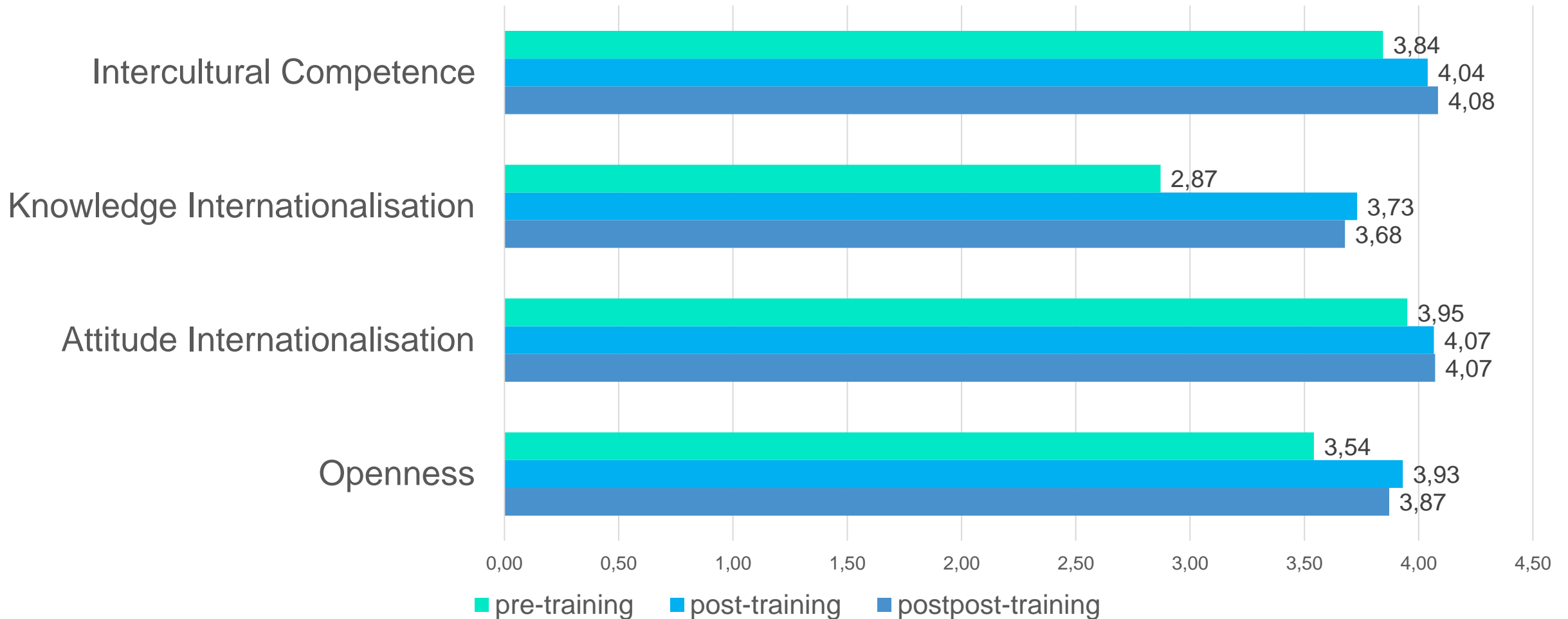# Comprehension

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

Contents of SUCTI

- Internationalisation: what is it?
- Global trends
- Rankings
- Intercultural communication
- What is my HEI doing in Internationalisation?
- What does my country do?
- Why do students come to my HEI?
- Getting into the shoes of my international students
- What can I do?

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And it worked!
Findings over entire SUCTI project

Intercultural Competence
- pre-training: 3,84
- post-training: 4,04
- postpost-training: 4,08

Knowledge Internationalisation
- pre-training: 2,87
- post-training: 3,73
- postpost-training: 3,68

Attitude Internationalisation
- pre-training: 3,95
- post-training: 4,07
- postpost-training: 4,07

Openness
- pre-training: 3,54
- post-training: 3,93
- postpost-training: 3,87

Legend: ■ pre-training ■ post-training ■ postpost-training

And it worked in more than one sense!

- 6.830 downloads of SUCTI materials
- More than 14.368 unique web site visitors
- From 137 countries
- 140 SUCTI trainers as of today

(data of December 2022)

Systemic University Change Towards Internationalization

GOOD PRACTICE

SUCTI

SYSTEMIC UNIVERSITY
CHANGE TOWARDS
INTERNATIONALISATION

SUCTI-project wins EAIE President's Award 2019!

Now WHAT?

Open Train the Trainers Courses offered at the URV:

SUCTI Academia 2019-2022

25 - 30 April 2022

More info on SUCTI/A

ARTICLES AND PUBLICATIONS

- **EAIE blog.** Unity on campus: professional development for administrative staff. By Yulia Grinkevich and Marina Casals Sala. September 12, 2017.
- **Spanish Service for the Internationalisation of Education (**SEPIE**).** The Internationalisation of Non-academic Staff. *The Internationalisation of Higher Education in Spain. Reflections and Perspectives.* 2017, pp. 52-57 (Chapter 8). [See the whole publication here]. (En Español aquí)
- **CHE Consult News.** Internationalisation of administrative staff, at last! April, 11, 2017.
- **URV activa.** *The URV coordinates an EU project to promote the internationalisation of administrative staff.* January 24, 2017.
- **IAU Horizons.** *The impact of staff training courses in universities' change towards internationalization.* Vol.21 N.2 October 2015, p.19. [See the whole publication here].
- **EAIE Forum member magazine.** Targeting administrative staff. *Looking back at 15 years of Internationalisation at Home.* 2015 winter, p.36. [See the whole publication here].
- **International Higher Education Journal.** Training Administrative Staff to Become Key Players in the Internationalization of Higher Education. Dr. Hunter, Fiona. N.92, winter

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www.suctia.com

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What is key?

You are important! You are needed!

My two C's: Cake & Castells

The message

Equal partners

What is in it for me?

What is in it for YOU?

Potential unlocked

Thank you

sucti@urv.cat