GLOBAL E3
GLOBAL ENGINEERING EDUCATION EXCHANGE

Concurrent Session 6

Internationalization:
from the strategic plan to its implementation - good practices, incentives and challenges

Global E3 2016 Annual Meeting

Chair:
Sven Winterhalder
Head, Strategic Advancement Office
Munich University of Applied Sciences

Speakers:

1

Kristine Lalley
Director, International Engineering Initiatives
University of Pittsburgh

2

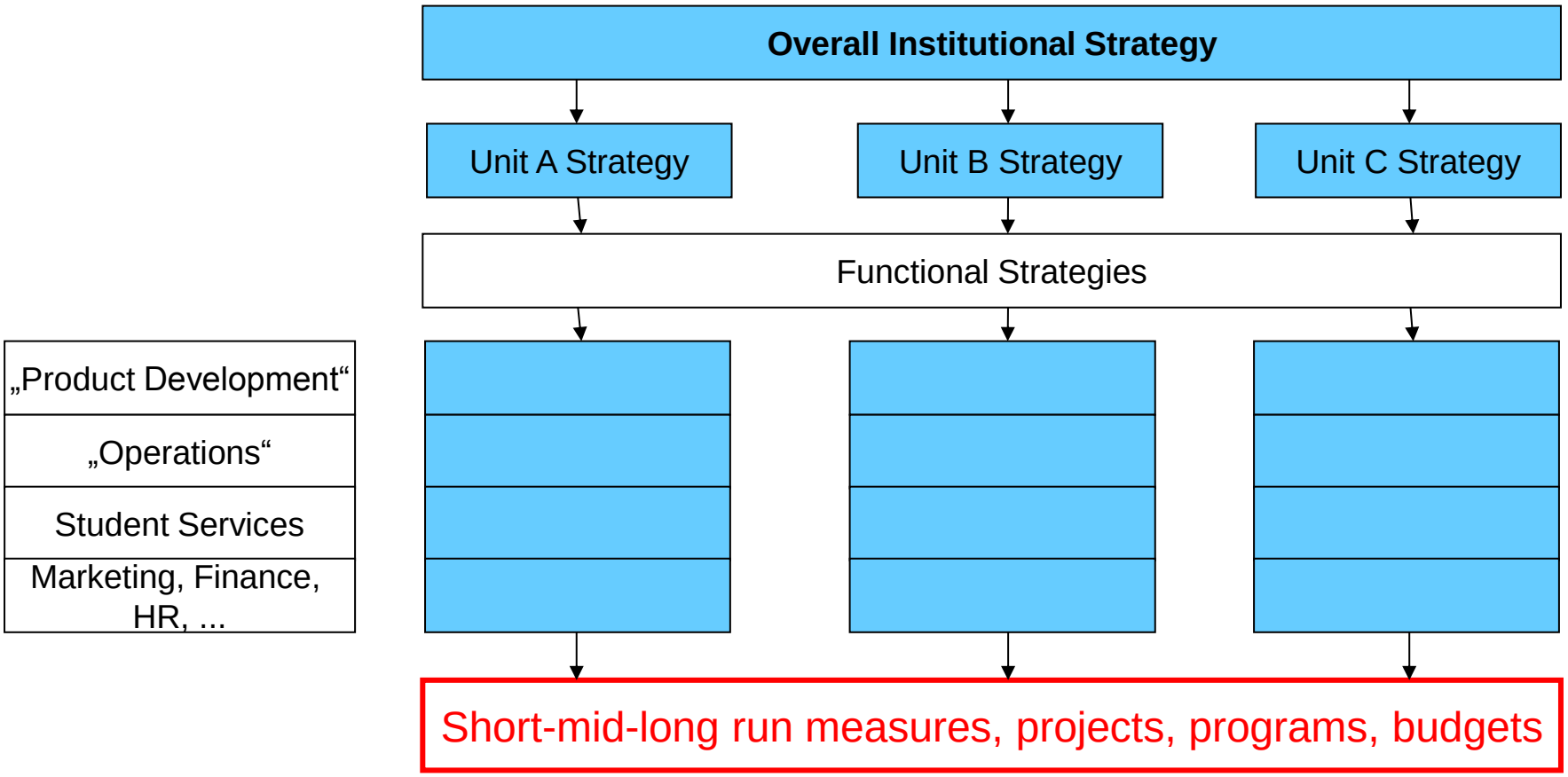
James Warnock
Associate Dean of Academic Affairs and Professor of Biomedical Engineering
Mississippi State University

3

Nina Kohr
International Relations Coordinator, International Office
Munich University of Applied Sciences

Implementing Strategy means what?

„The activity performed according to a plan in order to achieve an overall goal.“



Implementing Strategy: Plans…

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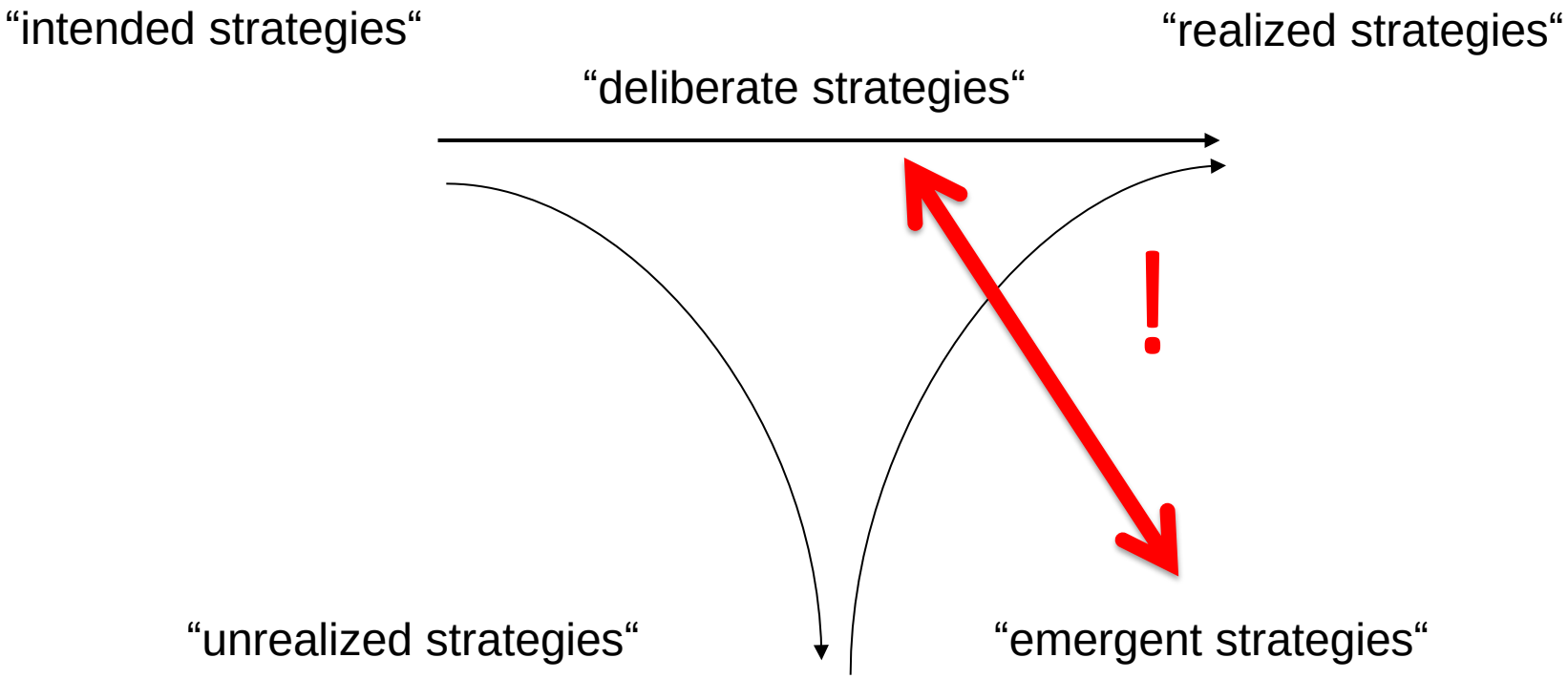
Implementing Strategy: Budgets…

The Reality of Strategy Formation



Source: Mintzberg, H. (1978): Patterns in Strategy Formation. In: Management Science, 24, 9, p. 945.

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University of Pittsburgh

University of Pittsburgh

- Recently introduced a „Global Plan for Pitt“
- Plan solicited input from a number of stakeholders, including faculty, staff, students, and external partners (industry, alumni, donors)
- Process has taken nearly a full academic year and plan has not yet been formally approved by the Provost and Chancellor

University of Pittsburgh

- This Global Plan is intended to act as a road map, not a mandate, for the disparate units across the university
- Idea is that the Global Plan provides specific global goals that each academic unit can adapt to meet its own needs
- It is not prescriptive or mandatory, but having a clear global plan is now an institutional priority approved by the Board of Trustees (2016)

University of Pittsburgh

- Philosophy at Pitt regarding internationalization seems to be – capitalize on what we already have, but streamline efforts and eliminate duplication among units
- Schools and colleges within Pitt have a good degree of autonomy to determine their own strategic international direction ; but are expected to “play nice” with everyone

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Mississippi State University

Opportunities to study in over 35 different countries

Benefit

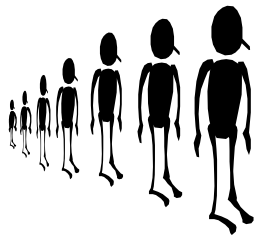
- Select courses that integrate with curricula
- Offer academic credential

Affordability

Provide scholarships for students to study abroad

Munich University of Applied Sciences

Linking Institutional Strategy & Student Competence Profile



Structures

Regulations

Conditions

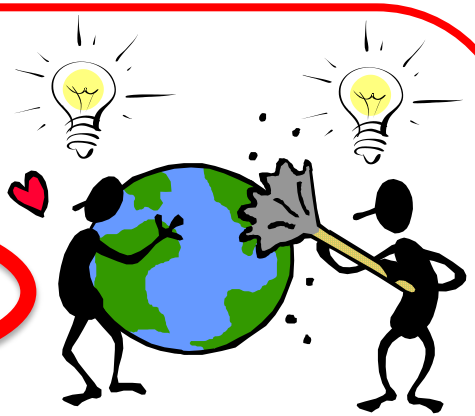
Teaching

Entrepreneurship

Sustainable Development

Internationality / Interculturality

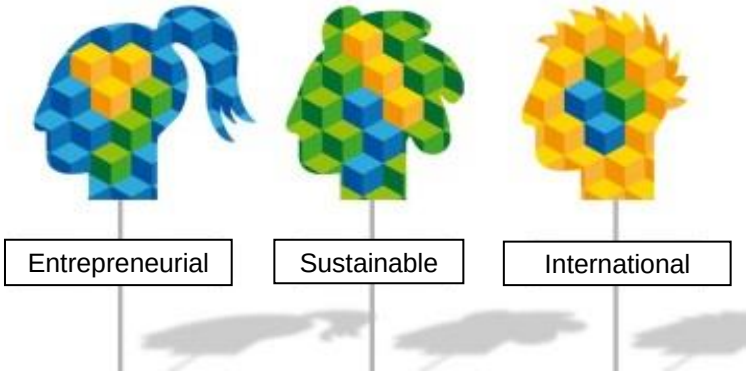
Expertise / Professional Competence



competence profile of MUAS graduates

Employability

Internationalization Strategy



Why?

- More impact with existing resources

→ Prioritize

→ Create synergies

→ Consolidate processes

What?

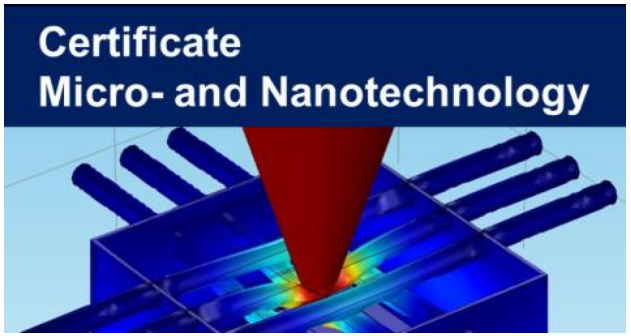
- International Experiences of Students and Staff (In and Out)
- Intercultural competence „at home“ (internationalization@home)
- International Networks and Cooperations in Teaching & Research, Strategic Partnerships

QualiFIVE: 5 Objectives, 5 Programs

Area	Projects	Modules	Study Programs
q1 – entrepreneurial			
q2 – sustainable			
q3 – international			
q4 – research			
q5 – digital			

- What?
  Internal funding program for innovative teaching
- Why?
  Motivate faculty to implement/integrate the 3 competence areas into their curricula
- How?
  Creating incentives for faculty; decision on grant approval together with experts from the competence areas
- Does it work?
  By now 57 supported projects (in 3 runs), 14 international projects, 8-11 involved departments (of 14) per run

QualiFIVE: Example



- Development of Certificate "Micro- and Nanotechnology: Simulation, Circuit Design, and Fabrication Processes" in English (Prof. Schindler et al.)
- Additional qualification for enrolled post-grad students of all Master degree programs at the department level

Objectives:

→ Internationalization@home (int'l strategy)

→ International experience of students & staff (int'l strategy)

→ preparation for the global job market, employability (overall institutional strategy)

Implementing Int'l Strategy / QualiFIVE Challenges

The „central office“ perspective

- Assuring and influencing quality (of proposals)... and getting rid of the money
- Measuring success / effects
- Communicating and promoting the program means both explaining the strategy AND the program

The “faculty” perspective

- Application and documentation effort vs. amount of money
- No funding for staff (except student assistants)
- TIME would be the most wanted incentive for faculty (i.e. reducing teaching load)

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Let‘s get to work!

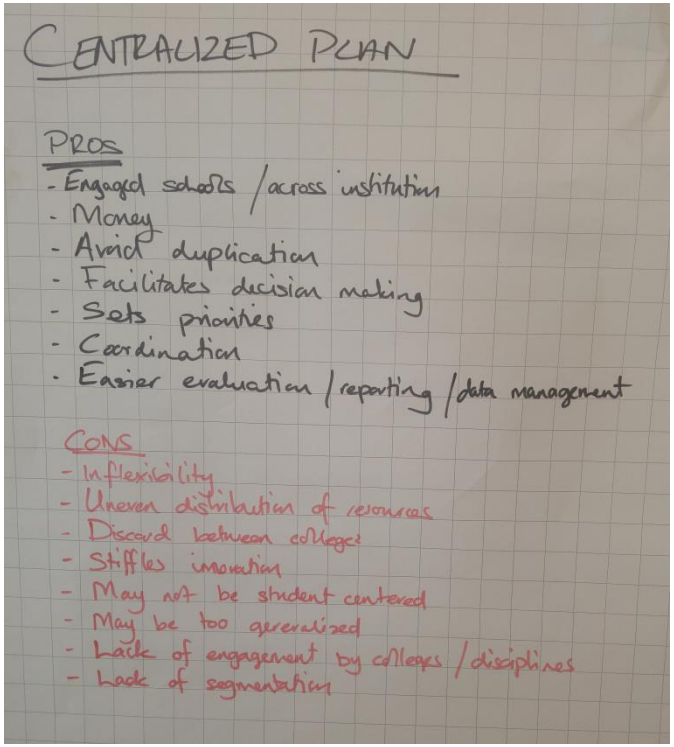
Questions

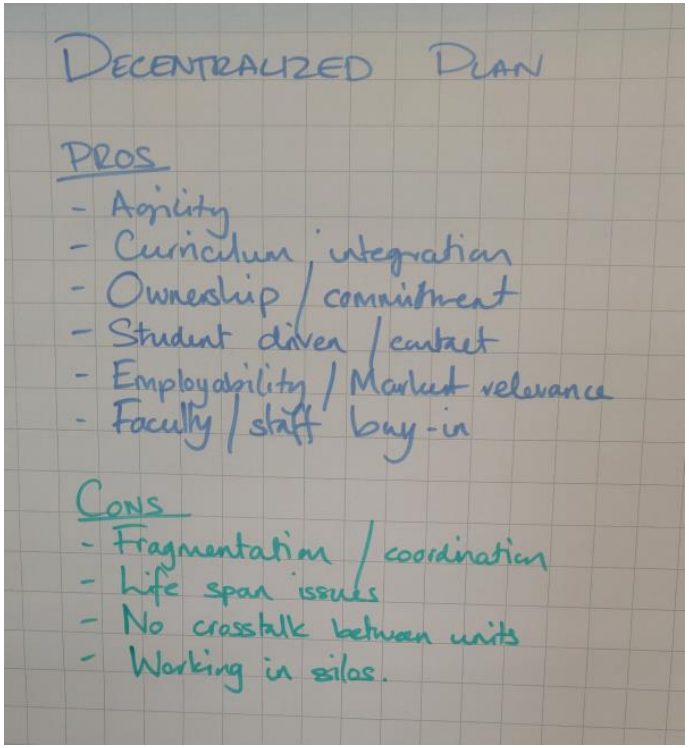
1) Internationalization as a university-wide, centralized plan vs. a decentralized, school-specific approach – what are the issues?

2) Motivation for internationalization – who benefits? Who has a say in how it is done? Who „wins“ and who „loses“?

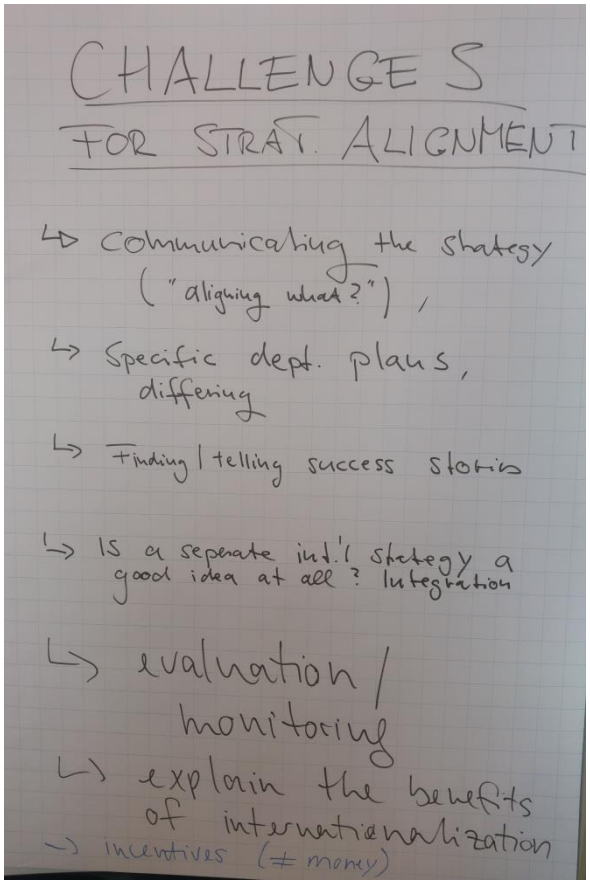
3) What are the biggest challenges to achieving strategic alignment for internationalization?

1) Internationalization as a university-wide, centralized plan vs. a decentralized, school-specific approach – what are the issues?





2) Motivation for internationalization – who benefits? Who has a say in how it is done? Who „wins“ and who „loses“?

no documentation

3) What are the biggest challenges to achieving strategic alignment for internationalization?