INTERNATIONALISATION OF UNIVERSITIES
Goals, Measuring and Evaluation through Indicators
Examples from the University of Cyprus

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<table>
<thead>
<tr>
<th>OUTLINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STANDARDS AND REFERENCE (1-5)</td>
</tr>
<tr>
<td>1. VISION</td>
</tr>
<tr>
<td>2. POLICY</td>
</tr>
<tr>
<td>3. PLANNING-REALISATION AND HUMAN RESOURCES/TRAINING</td>
</tr>
<tr>
<td>4. IMPROVEMENT STRATEGY – QUALITY ASSURANCE</td>
</tr>
<tr>
<td>5. INTEGRATION AND DECISION MAKING</td>
</tr>
<tr>
<td>6. INDICATORS USED BY THE UNIVERSITY OF CYPRUS</td>
</tr>
<tr>
<td>7. UNIVERSITY OF CYPRUS SUCCESS STORIES</td>
</tr>
<tr>
<td>8. GOOD PRACTICES</td>
</tr>
</tbody>
</table>
STANDARDS AND REFERENCE
Standards

1. VISION - clean vision on internationalisation
2. POLICY - make it clear how internationalization improves the quality of education
3. PLANNING-REALIZATION AND HUMAN RESOURCES/TRAINING

Internationalization policy with specific objectives
Four elements need to be considered and included in the plan
- International and intercultural learning outcomes
- Teaching and learning provided by the institution
- Staff
- Students

4. IMPROVEMENT STRATEGY-QUALITY ASSURANCE - internationalization in the internal quality assurance system of the institution
Institution utilizes internationalization approaches such as internationalization benchmarking, peer learning and networking as part of its improvement strategies.

5. INTEGRATION WITH DECISION MAKING internationalization effectively integrated into its organization and decision-making structure.
Enables the coherent implementation of all elements related to institutional Internationalisation Vision (standard 1)
Policy (standard 2)
Realization (standard 3)
Improvement strategy (standard 4)
The IMPI project produced: 

**Indicators for Mapping and Profiling Internationalisation.**

The project concluded in 2011 and has developed a large list of indicators covering all factors that can contribute and can measure the internationalization actions and outcomes of a University.

*Indicators help us to set goals and to develop comparative benchmarking. Each university could make its choice of goals that relate to its environment and to its mission and can be measurable within its annual plan.*
STANDARDS AND REFERENCE

Suggested Standard Selection of indicators for goals:
Goal dimension: to enhance the quality of education
Goal Dimension: to enhance the quality of research
Goal dimension: to well-prepare students for life and work in an intercultural and globalising world
Goal dimension: to enhance the international reputation and visibility of the unit
Goal dimension: to provide service to society and community social engagement
Overall goal dimensions....

Press here to see the indicators
The University of Cyprus (UCY) aims to establish itself as a Pioneer Research Institution achieving International Scientific Recognition in European Higher Education, offering Competitive Programmes and to become a Centre of Excellence in the wider Euro - Mediterranean Region.

5 Pillars of Action

1. Teaching
2. Research
3. Innovation
4. Creativity
5. Social Contribution
2. POLICY
The current environment in Higher Education Area is Very Competitive

What institutions around the world do is relevant

Internationalisation is very important for institutional success!

The challenge for effective International Relations is to have short ...

...and long term strategy

for an institution to excel in a competitive knowledge society
# POLICY - Short Term

According to the strategic planning of the new Rectorate for the years 2010-2014, UCY has the following priorities with regards to internationalisation:

<table>
<thead>
<tr>
<th>Recruitment of International Students</th>
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<tr>
<td>• Is closely related to the strategic development plan of UCY for a) the increase of students to 10,000, b) the promotion of the creation of international programmes and c) the improvement of student culture.</td>
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<tr>
<td>• It will enhance multiculturalism, the internationalisation of the prestige of UCY, the indirect development of cooperation with foreign institutions and the development of relations with foreign embassies and state authorities. It will also promote brain-gain, as well as the flow of income.</td>
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| Creation of an International Students’ Admissions Office |

| Encouragement of students to study abroad within the framework of the ERASMUS Programme (at least one semester during their studies) |

| Development and promotion of Postgraduate Programmes in foreign languages and development of Joint Degrees with institutions abroad |

| Consistency with the European and international area through: |
| • The creation of the European Union Universities of Small States (EU²S²) Association for the promotion of an active role of small states universities in the knowledge society |
| • Enhancement of UCY participation in University Networks and Associations |
POLICY - Long Term

It is important for UCY to MAP itself in the European Area, the Mediterranean region and the international arena in general since:

- The Higher Education area in Europe and the rest of the world is becoming more and more competitive.
- Cyprus is an isolated island in the Mediterranean region and an aggressive internationalisation policy is necessary.
- UCY is a small university in a small country. As the first university to be established in Cyprus, the challenge for international recognition is even more.
- However, due to Cyprus’ geographical position, UCY has an important role to play.
3. PLANNING-REALISATION AND HUMAN RESOURCES
PLANNING

UCY aims at promoting internationalisation through detailed planning at the beginning of each year for:

1. The promotion of UCY programmes and for international students’ recruitment
2. The representation of UCY at conferences and meetings of Networks and Associations
3. The promotion of exchanges/mobility within the framework of ERASMUS and other exchange/mobility programmes
4. The realisation of the Bilateral Agreements of Cooperation as well as the increase in the number of agreements signed
5. The revision and updating of existing promotional material as well as the production of new
6. The effective utilisation of the funds allocated for IR purposes
7. Research collaboration, networking, projects, activities, conferences etc.
The continuous cooperation and networking in research projects funded both at a European and international level is an important factor for the promotion of internationalisation.

Research is promoted and enhanced through various IR activities.
REALISATION - ACTIVITIES

Research and multilateral project cooperation as a catalyst for internationalisation

UCY is active in 101 EU and other programmes 115 programmes of the National Research Promotion Foundation

Research promotion through IR activities in the following ways:

Signing of the Agreements of Cooperation provides for research activities between institutions

Diffusing useful information from partners with regards to proposals for research projects, to the academic community of UCY

Communicating Research successes to international partners through presentations, UCY website, targeted messages
It is important for people working in International Relations to possess a number of attributes that will make a difference:

- **Personality**: extrovert, pleasant personality, open-minded, professional and committed. Need to love their job so as to be effective and also, to be able to adapt to change.

- **Skills**: knowledge of languages, IT skills, managerial skills, problem-solving skills, crisis management skills

Additionally, **continuous training** is a MUST, due to the dynamic, continuously changing environment in International Relations, in order to keep up with:

- Recent developments in national policies
- International recent developments in education, especially in the EU and the Mediterranean

Besides training, many other factors help both educate people and giving them incentives:

- Clear career paths
- Recognition of their work
- Activities outside the workplace which help the team come closer
- Opportunities for on-the-job training
4. IMPROVEMENT STRATEGY-QUALITY ASSURANCE
Methods for self-assessment:

- Updating of indicators every 2 months
- Carrying out a SWOT analysis once every year which helps shape the correct strategy for internationalisation
- Organising meetings and discussions between the members of the Research and International Relations Service and with the Director
- Identifying training needs and participation of personnel in training programmes funded by the institution
- Carrying out personal evaluation every year which involves self-evaluation and evaluation by two superiors, which is the basis for personal improvement
- The Research and International Relations Service taking part in self-evaluation processes carried out by external auditors
SELF-ASSESSMENT

Self-assessment vital for:

- The continuous revision and updating of the tactics and methods used towards the implementation of the long-term strategy
- The improvement of the skills of the people working in International Relations
- Keeping up with the continuously changing dynamic environment in the Higher Education arena
5. INTERGRATION – DECISION MAKING
UCY places Internationalisation at the heart of its aims, as decision-making bodies are involved in international relations.

**SENATE**

**RECTORATE COUNCIL**

**INTERNATIONAL RELATIONS COMMITTEE**

Undertakes initiatives that contribute to the promotion and enhancement of UCY international cooperation.
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<th>RESPONSIBILITIES</th>
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<tr>
<td>Handles UCY Budget Articles that are available solely for the realization of Bilateral Agreements of Cooperation with institutions (locally and internationally), for the representation of UCY at workshops/conferences/meetings and other events organised by international Networks and Organisations and for the participation of UCY in EU Programmes and Initiatives.</td>
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<tr>
<td>Sets the framework of signing Bilateral Agreements of Cooperation with other Universities/Research Centres/companies, public entities.</td>
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<td>Coordinates the procedures of the submission and selection of international cooperation proposals from other universities or from UCY Rectorate or Faculties and makes suggestions to the Rectorate Council.</td>
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<td>Sets the policy regarding UCY's international affairs and collaboration, especially re EU issues, exchange of students &amp; staff, and the recognition of credits.</td>
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<td>Promotes the new Life Long Learning programme (ERASMUS, etc), as well as the participation of academics in other EU Programmes (preparatory, policy meetings at European level etc.).</td>
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<td>Promotes students’ participation in European/International student networks/conferences/meetings.</td>
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<td>Develops international student recruitment strategy.</td>
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<td>Promotes collaboration with foreign diplomatic representations in Cyprus, as well as cooperation with Cypriot Embassies abroad.</td>
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Channelling accurate info in and out of institution on time

Applying internationalisation policies/strategies

Promoting internationalisation

Delivering high quality work/service, both within the institution and in relation to external collaborators/partners

Who are our clients?
Academics, Students, Administrators, Networks/Associations, Public Sector, Companies, Embassies and Society
DECISION MAKING - FUNDING

UCY’s strategic objective for internationalisation is reflected in the availability of a variety of funds from the UCY Budget towards this end:

- Funding for the realisation of the provisions of Bilateral Agreements of Cooperation with other universities and for the promotion of UCY abroad
- Funding for the representation of UCY at conferences and meetings of international networks and organisations
- Funding for the representation of UCY projects and initiatives of the EU
- Funding for the hosting of visitors
- Funding for the participation of academics in international events
- Funding for the organisation of international conferences and meetings at UCY
INTERNATIONALIZATION STRATEGY OF THE UNIVERSITY OF CYPRUS

Internationalization Strategy of UCY
6. INDICATORS USED BY THE UNIVERSITY OF CYPRUS
Indicators started to be measured since 2007
7. SUCCESS STORIES
8. GOOD PRACTICES
### GOOD PRACTICES - Structures

| International Relations management at a top level by the **Vice-Rector for International Affairs, Finance and Administration** |
| Research and International Relations are under one Service-emphasizes the importance of International Relations for the promotion of Research |
| The Publications’ Office is under the International Relations and Promotions Sector, facilitating the continuous development of practices and tools for the enhancement of the institution’s international profile |
| Each academic department has an IR Coordinator who cooperates closely with the IR and Promotion Office |
| Close cooperation with Cyprus’ Embassies internationally as well as foreign Embassies locally |
| Close cooperation with the Public Sector, esp. the Ministry of Education and Culture, Ministry of Foreign Affairs |
Organisation of events for both incoming and outgoing mobility every academic year for the promotion of exchanges.

Organization of the Erasmus Staff Week for non-academic staff is a great opportunity for job shadowing, networking, exchange of best practices and for getting to know new countries and cultures.

Close cooperation of Mobility Support Office with ERASMUS Departmental Coordinators as well as with the National Agency in Cyprus for the LLP Programmes.
Participation in projects either as partners or as coordinators, enabling the creation of networks of partners

Initiatives for the creation of Networks, e.g., the European Union Universities of Small States Association (EU²S²)

Organisations of visits of high-rank officials from other institutions and from the European Commission

Organisation of Workshops/Conferences/Meetings locally

Participation in Conferences/Meetings internationally

Having a leading role in international Networks/Associations

Active participation in working groups of Networks and Associations
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<thead>
<tr>
<th>GOOD PRACTICES - use of EN language – student activities- policy</th>
</tr>
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<tbody>
<tr>
<td>Translating institution’s documents in English</td>
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<td>Offering courses in English at undergraduate level</td>
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<td>Changes in the legislation that hinders international relations</td>
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<td>Policy for the promotion of the ERASMUS Programme, not only within the student population, but also of the academic community in general</td>
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<td>Supporting the participation of students in conferences internationally</td>
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<td>Appointing a student representative in the International Relations Committee with voting right</td>
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<td>Creating representations of the institution in other countries, e.g. the European Office of Cyprus in Brussels started as a UCY initiative, with the creation of the European Cyprus Office</td>
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<td>Creating cultural centres within the institution, e.g. the Nicosia Aula Cervantes at UCY</td>
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Supporting the development of Joint Degrees with institutions in the international arena e.g at UCY so far, the following joint degrees have been developed:

<table>
<thead>
<tr>
<th>Title</th>
<th>Department</th>
<th>Partners</th>
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<tr>
<td>School Counseling and Guidance</td>
<td>Psychology</td>
<td>University of Athens (Subject to approval by the relevant UCY bodies)</td>
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<tr>
<td>European Master in Human Rights and Democratization</td>
<td>Social and Political Sciences</td>
<td>41 institutions from the European – Inter University Centre for Human Rights and Democratization</td>
</tr>
<tr>
<td>Didactics and Methodology of Mathematics</td>
<td>Mathematics and Statistics -Education</td>
<td>University of Athens (Departments of Mathematics/Philosophy, Psychology and Education/Methodology, History and Theory of Science)</td>
</tr>
<tr>
<td>European Master in Classic Studies</td>
<td>Classics and Philosophy</td>
<td>Germany: Westfälische Wilhelms-University Münster, Albert-Ludwigs-Universität Freiburg &amp; Universität Hamburg; France: Université de Toulouse - Le Mirail, Toulouse; Greece: University of Athens; Italy: Università degli Studi di Perugina, Perugia, Università degli Studi di Roma Tre, Rome; Austria: Leopold-Franzens-Universität Innsbruck, Innsbruck; Poland: Uniwersytet im. Adama Mickiewicza, Posen; Spain: Universidade da Coruña, La Coruña; Turkey: Istanbul Üniversitesi, Istanbul</td>
</tr>
<tr>
<td>Master in Mathematics</td>
<td>Mathematics and Statistics</td>
<td>Department of Mathematics, University of Poitiers, France</td>
</tr>
<tr>
<td>MSc in Computer Games and Interactive Media</td>
<td>Computer Science</td>
<td>Cyprus University of Technology</td>
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Developing Programmes of Studies at postgraduate level taught in foreign languages, e.g. UCY offers the following:

1. Master of Business Administration (MBA) (English)
2. MSc in Finance (English)
3. Master in Economic Analysis (MECA) (English)
4. Master in Teaching English as a Foreign Language
5. Master in Theoretical and Applied Linguistics (English)
6. Master in English Literature and Comparative Cultural Studies
7. Master in French Studies
8. PhD in French Studies
9. Master and PhD in Turkish History and Politics
10. Master and PhD in Turkish Philology and Literature
11. Master in Petroleum Engineering
12. Master in Field Archaeology on Land and Under the Sea
The IMPI (Indicators for Mapping and Profiling Internationalisation) partnership is stating....

“We believe that internationalisation should not be regarded as a goal in itself but rather as an effective instrument to achieve other goals related to the central obligations of a Higher Education Institution”
THANK YOU FOR YOUR ATTENTION

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