

# INTERNATIONALISATION OF UNIVERSITIES

## Goals, Measuring and Evaluation through Indicators

### Examples from the University of Cyprus

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University  
of Cyprus

## OUTLINE

### STANDARDS AND REFERENCE (1-5)

#### 1. VISION

#### 2. POLICY

#### 3. PLANNING-REALISATION AND HUMAN RESOURCES/TRAINING

#### 4. IMPROVEMENT STRATEGY – QUALITY ASSURANCE

#### 5. INTEGRATION AND DECISION MAKING

#### 6. INDICATORS USED BY THE UNIVERSITY OF CYPRUS

#### 7. UNIVERSITY OF CYPRUS SUCCESS STORIES

#### 8. GOOD PRACTICES

# STANDARDS AND REFERENCE

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## 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)

# STANDARDS AND REFERENCE

Reference: <http://www.impi-project.eu/>

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.

FULL LIST OF [IMPI](#) INDICATORS

*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**

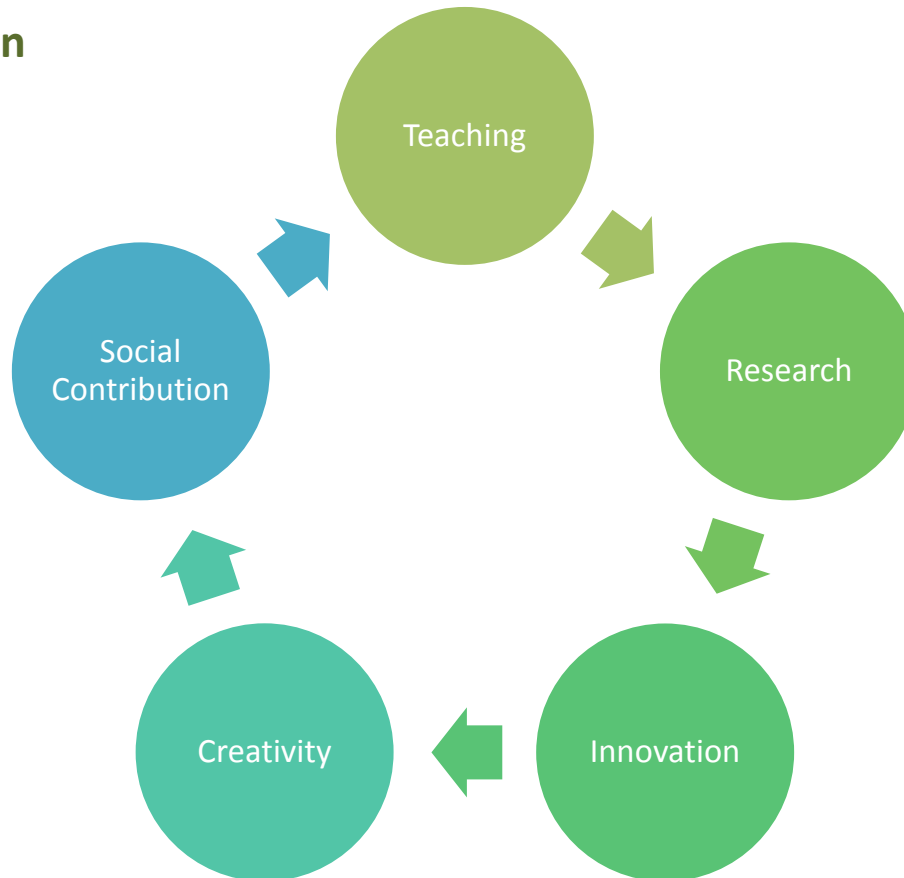
**Overall goal dimensions....**

[Press](#) here to see the indicators

# 1. VISION

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.

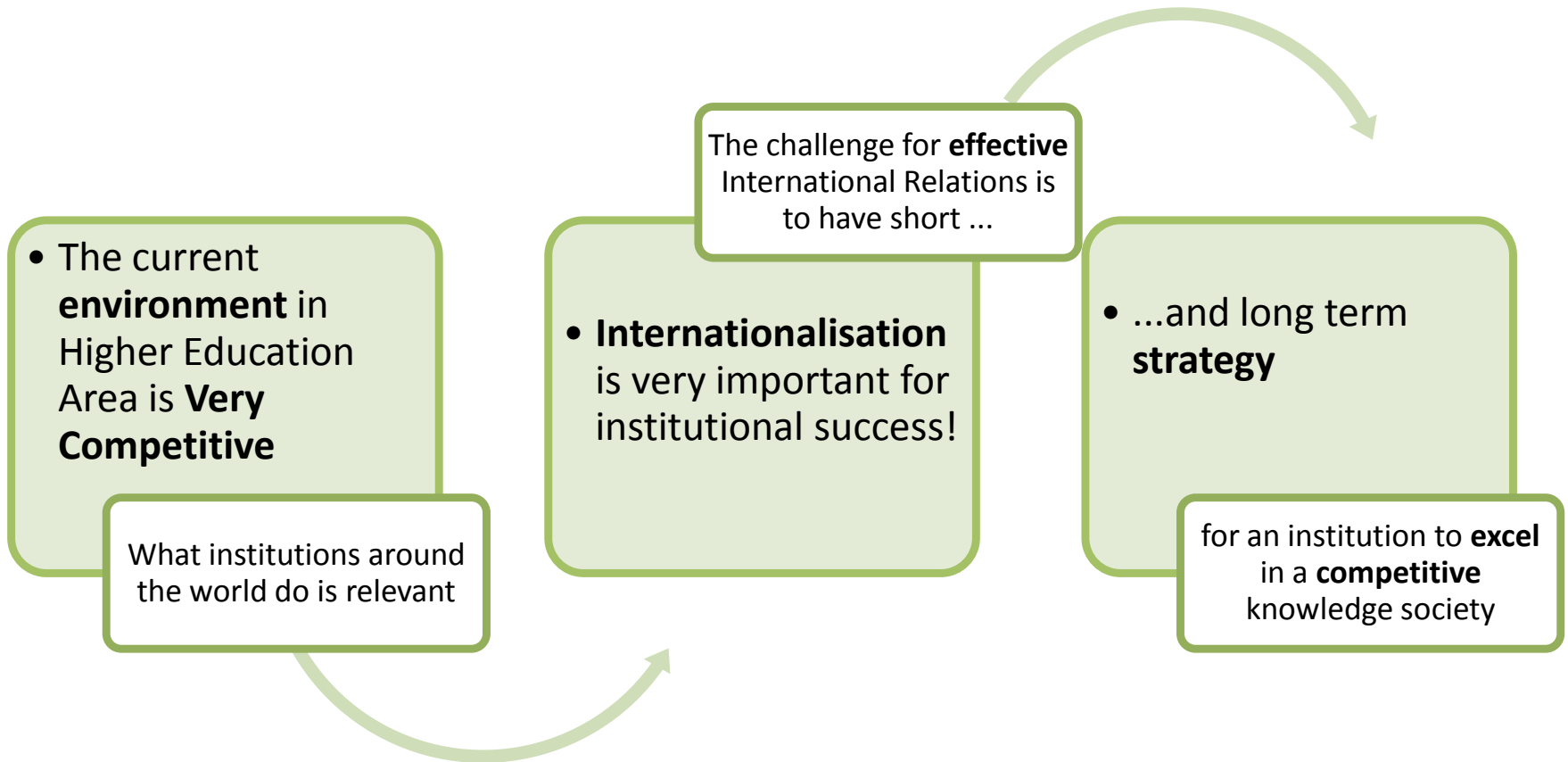
## 5 Pillars of Action



## 2. POLICY



## CHALLENGES



## 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:

### Recruitment of International Students

- 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
- 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.

### 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 (EU<sup>2</sup>S<sup>2</sup>) 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 → 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:

The promotion of UCY programmes and for international students' recruitment

The representation of UCY at conferences and meetings of Networks and Associations

The promotion of exchanges/mobility within the framework of ERASMUS and other exchange/mobility programmes

The realisation of the Bilateral Agreements of Cooperation as well as the increase in the number of agreements signed

The revision and updating of existing promotional material as well as the production of new

The effective utilisation of the funds allocated for IR purposes

Research collaboration, networking, projects, activities, conferences etc.

### Interconnectivity between the promotion of research and internationalisation

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

### 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

# HUMAN RESOURCES

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

## QUALITY ASSURANCE: SELF-ASSESSMENT

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

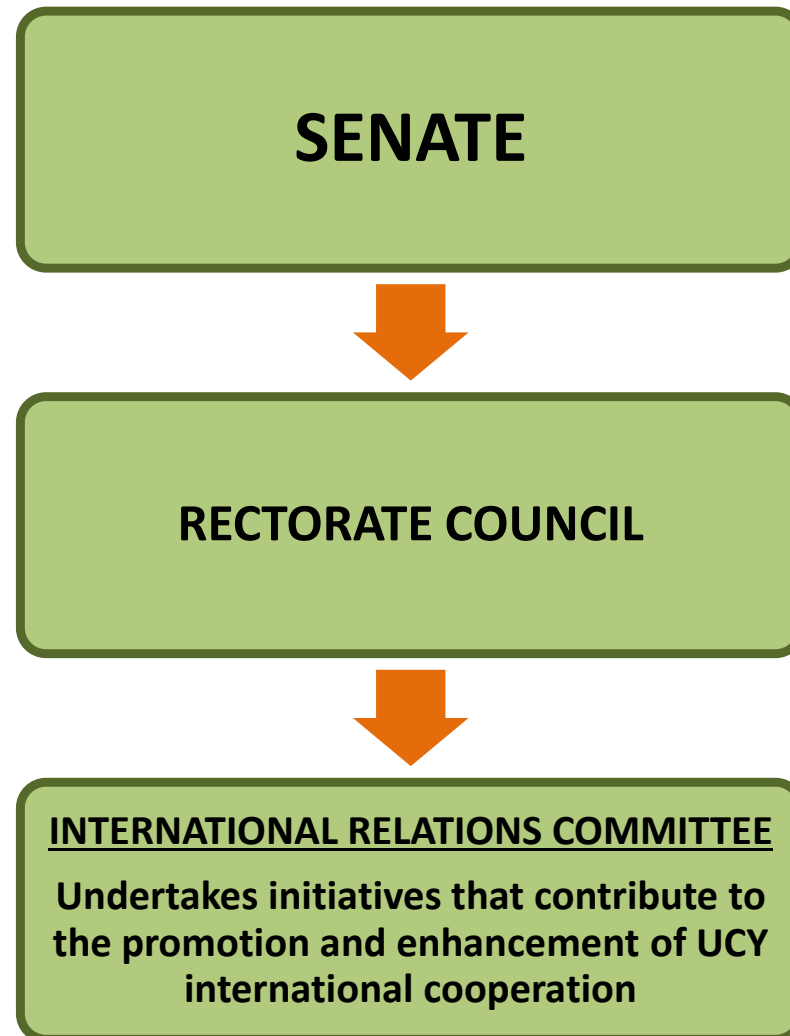
Self-assessment vital for:

- 
- 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

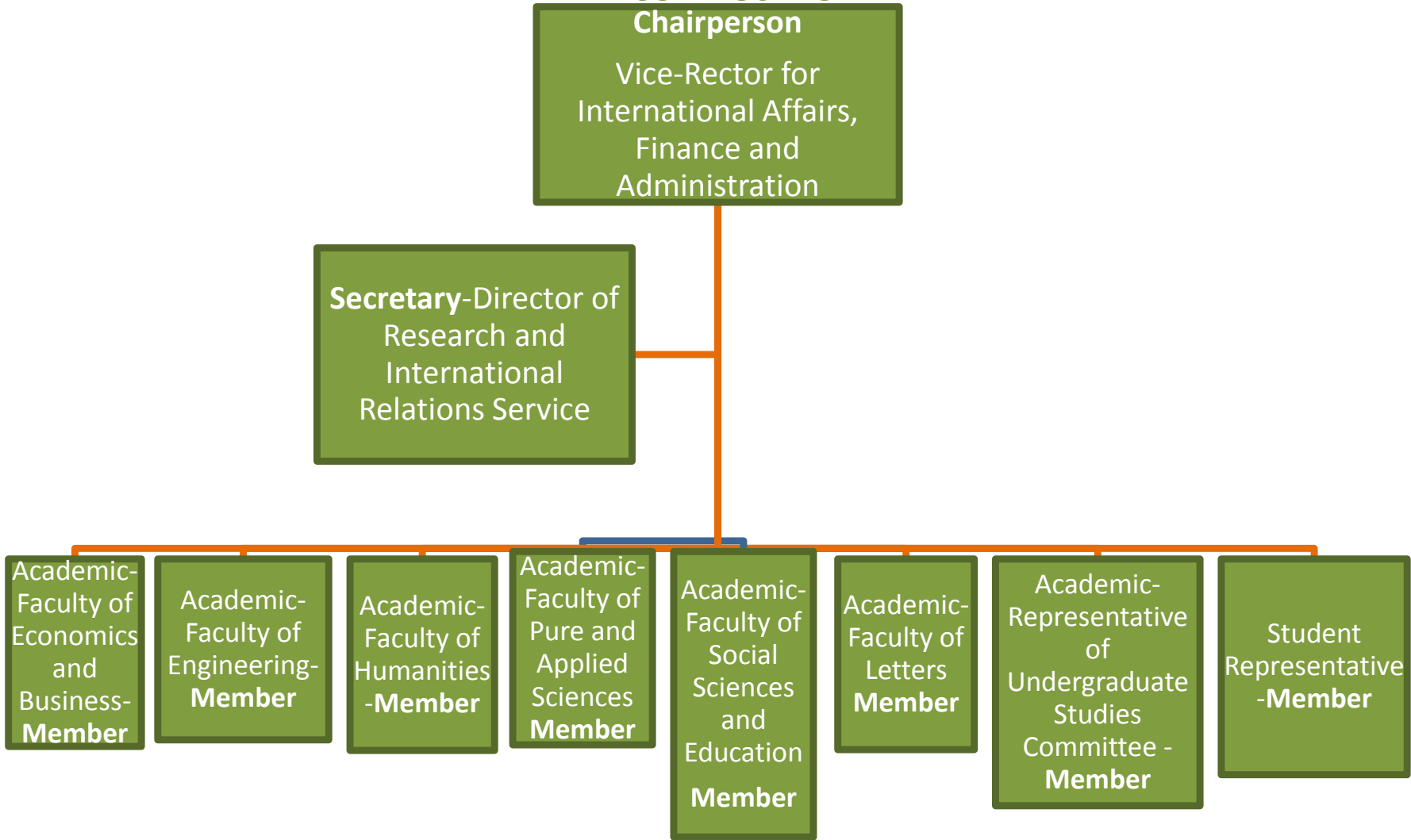
## INTEGRATION – DECISION MAKING

UCY places Internationalisation at the heart of its aims, as decision-making bodies are involved in international relations



# INTEGRATION – DECISION MAKING

## INTERNATIONAL RELATIONS COMMITTEE- COMPOSITION



### INTERNATIONAL RELATIONS COMMITTEE- RESPONSIBILITIES

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

Sets the framework of signing Bilateral Agreements of Cooperation with other Universities/Research Centres /companies, public entities

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

Sets the policy regarding UCY's international affairs and collaboration, especially re EU issues, exchange of students & staff, and the recognition of credits

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.)

Promotes students' participation in European/International student networks/conferences/meetings

Develops international student recruitment strategy

Promotes collaboration with foreign diplomatic representations in Cyprus, as well as cooperation with Cypriot Embassies abroad

# DECISION MAKING-INFRASTRUCTURE

DIRECTOR OF ADMINISTRATION AND FINANCE

Research and International Relations Service

Director of the Service

Administrative and Secretarial Support

International Relations and Promotion Sector

Research and Liaising with Industry Sector

International Relations and Promotion Office

Publications Office

Mobility Support Office

University Industry Liaison Office

Research Support Office

Proposals Development Office

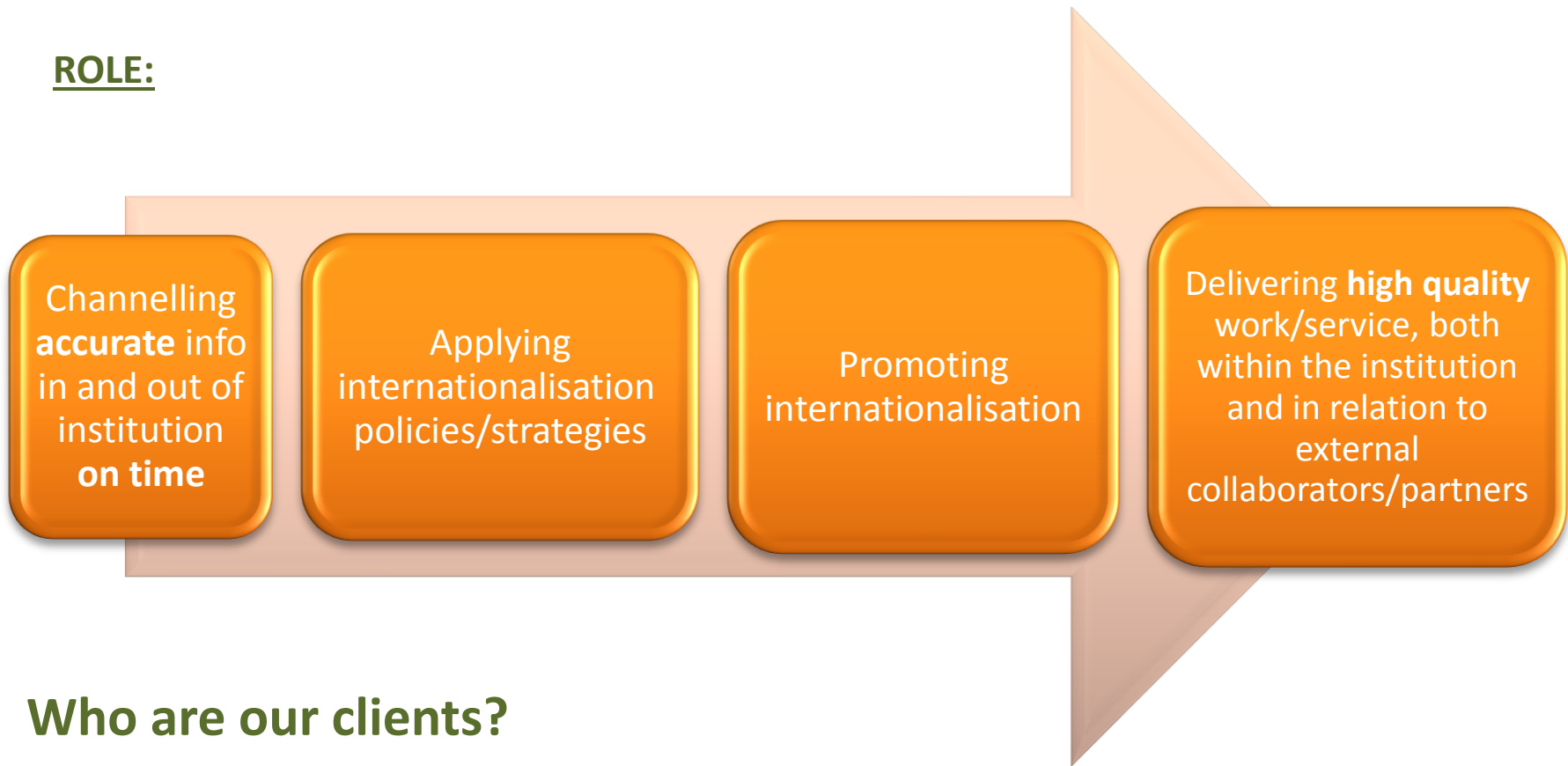
Reviewing and Signing of Research Contracts Office



## DECISION MAKING-INFRASTRUCTURE

### RESEARCH AND INTERNATIONAL RELATIONS SERVICE: Institution's FOCAL POINT

#### ROLE:



### 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

Indicators at the IR of the UCY

## 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



## GOOD PRACTICES - events-mobility-ERASMUS

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

## GOOD PRACTICES - projects – networks - conferences

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 (EU<sup>2</sup>S<sup>2</sup>)

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

## GOOD PRACTICES - use of EN language – student activities- policy

Translating institution's documents in English

Offering courses in English at undergraduate level

Changes in the legislation that hinders international relations

Policy for the promotion of the ERASMUS Programme, not only within the student population, but also of the academic community in general

Supporting the participation of students in conferences internationally

Appointing a student representative in the International Relations Committee with voting right

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

Creating cultural centres within the institution, e.g. the Nicosia Aula Cervantes at UCY

## GOOD PRACTICES: Joint Degrees

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

Title	Department	Partners
<b>School Counseling and Guidance</b>	Psychology	University of Athens (Subject to approval by the relevant UCY bodies)
<b>European Master in Human Rights and Democratization</b>	Social and Political Sciences	41 institutions from the European – Inter University Centre for Human Rights and Democratization
<b>Didactics and Methodology of Mathematics</b>	Mathematics and Statistics -Education	University of Athens (Departments of Mathematics/Philosophy, Pscychology and Education/Methodology, history and Theory of Science )
<b>European Master in Classic Studies</b>	Classics and Philosophy	Germany: Westfälische Wilhelms-University Münster, Albert-Ludwigs-Universität Freiburg & Universität Hamburg; France: Université de Toulouse - Le Mirail, Toulouse; Greece: University of Athens; Italy: Università degli Studi di Perugia, 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
<b>Master in Mathematics</b>	Mathematics and Statistics	Department of Mathematics, University of Poitiers, France
<b>MSc in Computer Games and Interactive Media</b>	Computer Science	Cyprus University of Technology

## GOOD PRACTICES – Programmes of Studies in International Languages

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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