UNICA

Tools and Methods for demonstrating the value of Internationalisation

6 November 2026 - IRO Meeting - Cyprus



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The question behind the workshop

We sent 1,000 students abroad.
We organised 15 Staff Weeks.
We have 40 international partnerships.

So what?

How do we move from measuring activity to demonstrating value?

How we will work today

We will explore how to identify what changes through internationalisation, how to collect evidence of that change, and how to communicate its value.

01 **Share experience**

02 **Explore together**

03 **Build and test**

Our approach: **Liberating Structures** - simple facilitation methods that distribute participation and help groups think, share and work together.

Let’s start!

What is difficult to demonstrate?

Think of one internationalisation activity at your university whose value is difficult to demonstrate beyond participation numbers. What do you already know about its impact, and what would you need to know to demonstrate it more convincingly?

How it works (10 minutes):

- Find a partner.
- Discuss the question (2 mins)
- Find a new partner and repeat, building on what you heard (2 mins)
- Share key insights with the room (5 mins)

Liberating Structure - **Impromptu Networking**

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Liberating Structure - **Impromptu Networking**

What are we missing?

How could we make sure we only measure numbers, not real impact?

How it works (10 mins):

- Work in small groups to brainstorm all the things that would make internationalisation purely about numbers, activities and outputs.
- Compare your ideas with what actually happens in your institution.
- Identify one practice you could stop or change.

Examples to get you started:

- Only count participants.
- Measure satisfaction but never follow up.
- Collect data that nobody uses.
- Report partnerships without tracking what comes out of them.

What gets in the way?

What makes it difficult to measure and demonstrate the impact of internationalisation at your university?

How it works (10 mins):

- Find a partner: Pair up with someone.
- Discuss (3 min): Share your examples and experiences.
- Switch partners: Find someone new.
- Discuss again (3 min): Build on what you heard and explore different perspectives.
- Harvest (4 min): Share key insights with the room.

Examples to get you started:

- **Time and resources**: not enough staff, time or budget.
- **Data and evidence**: data is unavailable, scattered or difficult to collect.
- **Follow-up**: difficulty tracking participants and outcomes over time.
- **Institutional support**: limited leadership engagement or unclear priorities.
- **Coordination**: difficulty working with faculties, academic staff and other departments.
- **Methodology**: uncertainty about what to measure and how to demonstrate change.

We have identified what can go wrong when we focus only on numbers.

Now let's work out what we actually need to know to demonstrate that an activity creates value.

From activity to impact



What we do

What we deliver

What changes for participants

What changes more broadly

How do we know? What information supports our conclusions?

What is the minimum we need to know?

What is the minimum information we need to credibly demonstrate the value of an internationalisation activity?

How it works

- **Think individually (2 min)**: What information is essential to demonstrate an activity's value?
- **Discuss in groups (5 min)**: Compare ideas and distinguish essential information from nice-to-have details.
- **Agree (5 min)**: Identify the minimum evidence needed to credibly demonstrate value.

Group challenge: Build an impact framework

Your task: **Build a credible argument demonstrating how an internationalisation activity creates value**.

How it works (40 minutes):

- **Choose your scenario (5 min)**: Agree on the activity and define what you want it to achieve.
- **Build your framework (20 min)**: Work through the six steps on the next slide, connecting the activity to its expected outcomes and wider institutional effects.
- **Select your evidence (10 min)**: Identify three specific sources of evidence that could demonstrate the changes you expect. Rank them by importance.
- **Prepare to share (5 min)**: Agree on the strongest argument your group can make about the activity's value, using your framework and evidence.

Build your framework

Work through these six steps:

1. **Objective:** What are we trying to change?
2. **Activity:** What do we do?
3. **Output:** What do we directly deliver?
4. **Outcome:** What changes for participants?
5. **Institutional effect:** What could change at institutional level?
6. **Evidence:** How would we know? What information would support our conclusions?

We've explored the principles together.

Now let's apply them to a concrete internationalisation activity and see what evidence we would need.

What can you change?

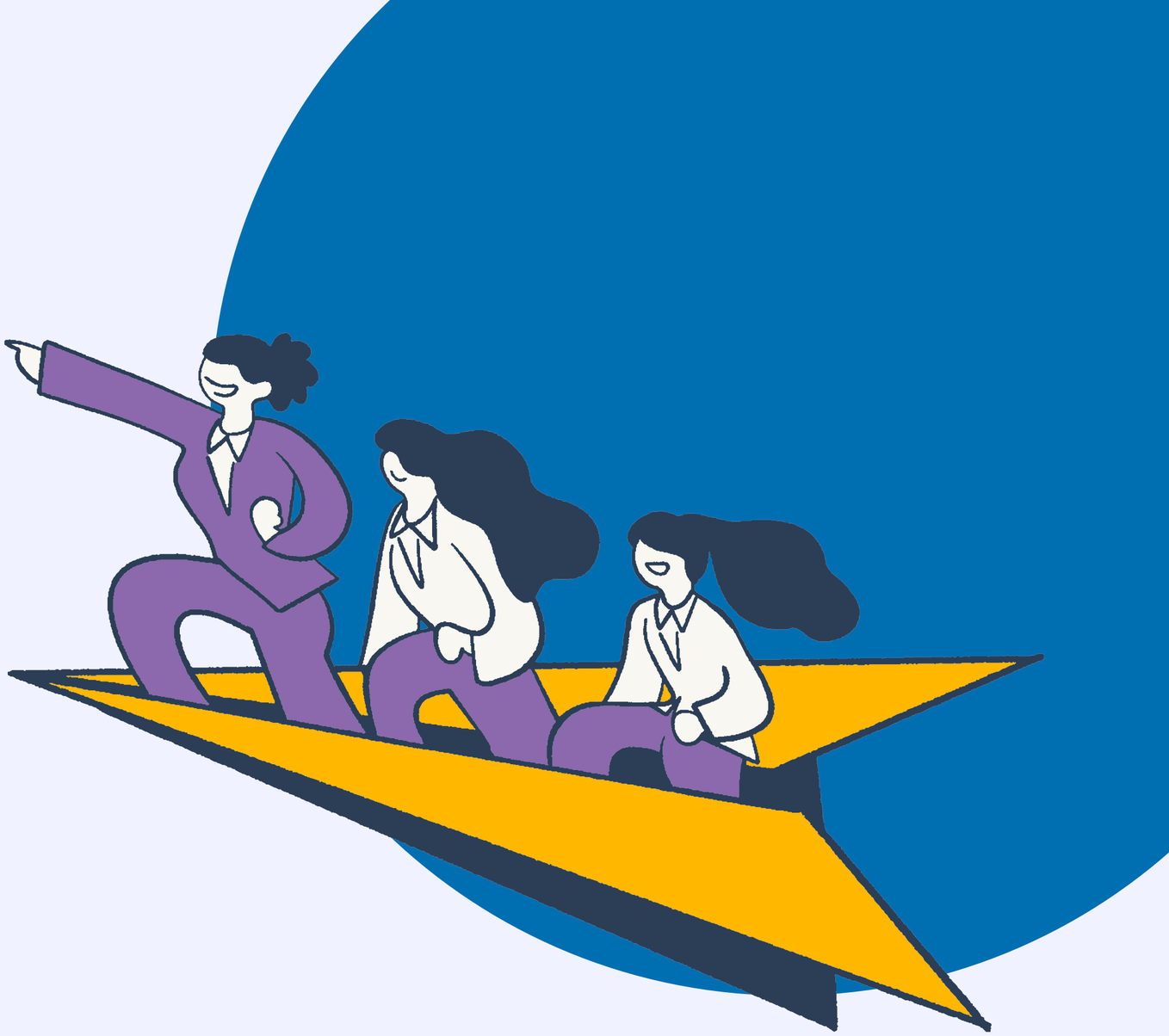
What is one thing you can realistically do differently in the next three months?

Individually, complete these prompts:

- **One internationalisation activity I want to evaluate:**
- **One change I want to demonstrate:**
- **One piece of evidence I could collect:**
- **One action I can take with the resources and authority I already have:**

The aim is not to measure everything.

It is to collect the right evidence to demonstrate the change that matters.



Thank You!



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