Key elements for institutionalising internationalisation

Raymond Sparreboom, Avans UAS (2017)
Source: Elspeth Jones (2013)
With special thanks to:
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10. Monitoring, reflection, evaluation and review:
- Body or individual with overarching responsibility for internationalization incorporated within management structures.
- Report regularly on progress.
- Benchmarking of performance.
- Continuous enhancement of internationalization activities and strategy through feedback, reflection and evaluation process.
- Revisions to policy and practice.

9. Resources follow strategy:
- Resource allocation and the engagement of management to ensure that the commitment to integrated internationalization can be delivered.
- Travel and human recourses policies support international activities, education and research.
- Dedicate support to build and maintain combined partnerships (triple helix).
- Consistent internal and external communication of positioning and strategy.

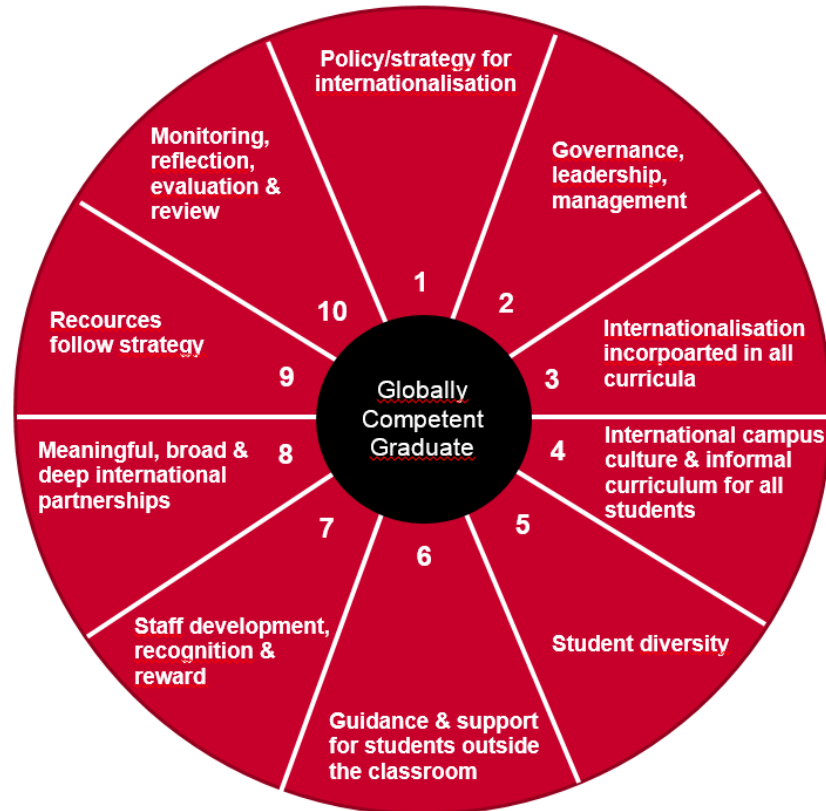**8. Meaningful, broad and deep, international partnerships:**
- Well-maintained and fully utilized (inter)national network of partnerships with universities (applies and research), alumni, industry, research institutes, (local) government, non-governmental organizations and public service organisations.
- Be the leading university in triple helix, both in practice and research, to create innovation and build on global citizenship amongst staff and students.

7. Staff development, recognition and reward:
- Wide range staff development and recruiting programme to support internationalization, including language and intercultural competence development.
- Identification of need along with recognition and reward for engaging in any aspect of international dimension of the university life offered systematically through performance review or appraisal.

6. Guidance and support for students outside the classroom:
- Effective system and services provide support to support internationalisation, including language and intercultural competence development.
- Promoting and encouraging internationalization for all students.
- Language, cross-cultural capability, academic support, relevant advisory and counselling services.

1. Policy / strategy for internationalization:
- An effective and comprehensive policy or strategy for internationalisation linked to the university's vision and values has been determined and clearly communicated.
- Is understood by academics/departments and support staff at all levels across the university as well as academic committee, the Governing Body and external stakeholders.

2. Governance, leadership, management
- Importance and relevance of internationalization is recognized by the Supervisory and Executive Board and all management, and demonstrated as such across the university.
- Explicit in all key university policies and strategies, incorporated into planning processes, aligned and delivered through normal line management routes.
- Key areas to include are positioning and profiling, learning and teaching, research strategies, human resources policy, assessment, subsidies (local, national, international) and facilities.

3. Internationalisation incorporated within curricula for all students:
- University-wide strategy is translated to internationalised curricula and international learning outcomes across the university – global perspectives and developing intercultural awareness and sensitivity.
- Content, pedagogy, assessment processes and graduate outcomes.
- Varied international mobility opportunities to support the international curriculum: e.g. academic study abroad, work placement, international volunteering.
- Intercultural learning opportunities in international classrooms, multicultural workplaces.
- Build an international reputation in the field of applied research.

4. International campus culture and informal curriculum for all students:
- An international and multicultural campus culture is evident, well established in the region, including student union clubs, societies and informal gatherings.
- Forms the basis of the informal curriculum for students.
- International events, displays and activities to support internationalisation at home.
- Students are trained to make full use of the international campus culture to deepen their intercultural competences.

5. Student diversity:
- Vibrant divers international and multicultural student community as active participants in campus life.
- Students valued for the way in which they enrich classrooms and campus culture.