



UNIVERSITÀ DI PISA

# DHIP–Developing HEIs’ Internationalization Policies

Project number 586264-EPP-1-2017-1-IT-EPPKA2-CBHE-JP (2017-2925)

## Dissemination Meeting

### **The DHIP Experience: IEP Methodology and Project Guidelines**

Ann Katherine Isaacs

Bologna and Tuning expert

Co-chair, Coordination Group on Global Policy Dialogue,

Bologna Follow Up Group



Co-funded by the  
Erasmus+ Programme  
of the European Union



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# Summary

1. The «IEP» and IEP Methodology
2. DHIP Recommendations and Guidelines:
3. Conclusion



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# The «IEP»

IEP =

«Internationalisation Enhancement Plan»

Or

«Plan Estratégico de Internacionalización»



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# The «IEP»

The IEP as the starting point of DHIP

- The real beginning of the project comes with the elaboration of the IEP “template”
- Initial sharing of the state of the art by each partner
- Review of local, regional and national roles, constraints, and opportunities
- Recognition that each partner has a different history, different characteristics, resources and needs.



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# The «IEP»

The giant step forward: each University must formulate its own strategy –

But sharing a tool with a common structure for an optimal supportive framework.

The IEP Template fosters:

- Rigorous self-examination and diagnosis
- Realistic targets and timelines
- A step-by-step approach to reach ambitious goals



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# The «IEP»

## The IEP Template:

- Co-created by the partners
- Flexible
- Based on Peer Support
- Places internationalization at the center of institutional modernization policy
- Provides non-prescriptive suggestions for guidance in the internationalization process



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

The **Template** has **eight** sections:

- I. The overall institutional international strategy
- II. The International Offices and academic services
- III. International mobility and internationalization of the institutional culture
- IV. Modernization of learning, teaching and assessment programs
- V. Research Offices and strategies of internationalization and enhancement of research capacity
- VI. Synergies with the territorial context:
- VII. Visibility
- VIII. Sustainability



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

For each **section** there are:

- **Questions/suggestions** to guide self-diagnosis, targeting both formal and informal factors
  
- **Columns** where each HEI specifies:
  - Its initial situation (at the beginning of the project)
  - The changes to be made
  - The time-frame for each action (including those that go beyond the end of the project)
  - Quantitative and qualitative objectives





UNIVERSITÀ DI PISA



### Elaboración del Plan Estratégico de Internacionalización (IEP)

#### Etapas:

- Revisión de la **situación actual** (con referencia al cuestionario preparado para la reunión de Buenos Aires)
- Realización de un **análisis FODA** sobre las fortalezas y debilidades, oportunidades y amenazas, involucrando al mayor número posible de **partes interesadas**.
- **Diseño del plan estratégico**, destinado a mejorar los diversos aspectos del proceso de internacionalización utilizando un enfoque holístico.

Para elaborar el plan, recomendamos utilizar **la siguiente tabla**, basada en los resultados del evento de **Mendoza**, **integrándola y adaptándola** según la situación específica.

Sector/subsector (Objetivo general) / <i>Objetivos específicos</i>	Situación Inicial (presente)	Situación deseada al final del proyecto o antes (indicar la fecha tope)	Indicador/es	Actividades finalizadas (añadir líneas como sea necesario)	Persona/s responsable/s
<b>I-Estrategia internacional institucional</b>					
Desarrollar, aprobar y publicar una estrategia institucional nueva y más incisiva que respalde todos los aspectos de las actividades de la IES.					
Examinar el documento existente y compararlo con las nuevas necesidades y direcciones de desarrollo identificadas a través de DHIP					



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# Developing the «IEP»

Each partner initially prepared a review of their own situation.

This was shared at our first organizational meeting (Buenos Aires), and led to the drafting of the IEP template, discussed and perfected at the first Plenary meeting.

Each partner undertook to **complete** it, **validate** it and **implement** it according to their own needs.



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# Completing the «IEP»

The first phase of DHIP: a holistic framework for an effective institutional internationalization strategy.

The result:

- **9 IEPs formally approved by 9 HEIs**
- very different in **detail**
- very similar in overall **inspiration**

For each institution a **tailored path – a roadmap -- to follow**



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

Fast forward....



Meetings, study visits, sharing  
with local, national, international  
partners...Covid pandemic...  
regrouping, continued  
implementation.





UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

## 2. Recommendations and Guidelines

Final phases of DHIP:

- Evaluation of **progress**
- Evaluation of **methods**
- Review of **strengths**, weaknesses, challenges, obstacles ...  
successes ...

Again, a **co-created product**, useful for others.



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# Recommendations and Guidelines

Building on the topics that appear in the IEP,  
and the **work completed**:

A **close look** at implementation and  
**what works**, with **practical examples**.





UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

# Recommendations and Guidelines

An experience of **co-creation** and **co-writing**:

- **Table of Contents** developed by the Project Team
- **Division of tasks** among all partners
- Coordination of **single sections** by UNIPI, UNISS, UDEUSTO, UPORTO
- Examples for **all sections** provided by UNCUYO, UNQ, UNLa, UCSA, UAA, UNIBE, UPN, UDES, UNIEMPRESARIAL.

Building an Enhanced  
Internationalisation Strategy  
in Latin American Higher  
Education Institutions  
Guidelines and Recommendations



Our co-created  
DRAFT 1x

# Building an Enhanced Internationalisation Strategy in Latin American Higher Education Institutions

Guidelines and Recommendations





## Table of contents

The DHIP Project in a nutshell .....	7
The IEP methodology .....	8
<b>PART A – Higher education institutions’ internationalization policies and services .....</b>	<b>10</b>
1. Internationalization policies .....	10
1.1 Internationalization as a part of a quality learning system and its five dimensions .....	10
1.2 Strategic vision and Internationalization .....	14
1.3 ECHE principles and the connected opportunities .....	17
1.4 Policies for outgoing/incoming mobility .....	18
1.5 Developing efficient internationalization fund-raising strategies for Higher Education Institutions .....	23
2. Designing or re-designing the internationalization services and processes .....	25
2.1 Re-designing the administrative processes for internationalization .....	25
2.2 Setting up or re-designing an IRO .....	26
2.3 The need for efficient mobility services .....	28
3. Developing transversal skills .....	30
3.1 Language skills .....	31
3.2 Intercultural skills .....	34
3.3 Co-working and other soft skills .....	37
3.4 International funding opportunities for research and education .....	39
3.5 Management of International projects .....	39
4. Effective communication in an international perspective .....	39
4.1 How to engage the academic community: different strategies for different targets .....	39
4.2 Dealing with the world: connecting the institution with local/national/international actors .....	43
4.3 Promoting internationalization activities .....	49
5. Creating a multicultural social environment .....	52
5.1 Students and staff members in mobility as culture ambassador (organization of events with local students and staff members) .....	52
5.2 Integrating students and staff members in mobility in the everyday life of the institution .....	56
5.3 Ensuring equal academic treatment and services .....	58
5.4 Organizing multicultural activities .....	60
6. The role of networking in the internationalization process .....	63
6.1 Choosing international partners, making agreements, setting up joint and double degrees .....	63
6.2 Connecting internationalization policies with the needs and vocations of the local production systems: identification of areas of international research .....	64
6.3 The role of public engagement in the internationalization processes .....	64

<b>PART B – Implementation of Latin American Reference Credit (CLAR) .....</b>	<b>67</b>
1. Internationalization of the curriculum and student-centred learning .....	67
2. Background: credit systems in the world’s macro-regions .....	68
2.1 The importance of the credit and credit reference systems .....	68
2.2 The European context .....	68
2.3 The Latin American context .....	69
2.4 Connecting national and trans-national credit systems: focus on CLAR & ECTS .....	72
3. Features of CLAR credits .....	73
4. Benefits expected from CLAR .....	74
5. Towards the implementation of CLAR: Argentina as a case study .....	74
Conclusions .....	75
List of references .....	76
Annexes .....	78

interruzione pagina



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

## Contents (the main sections):

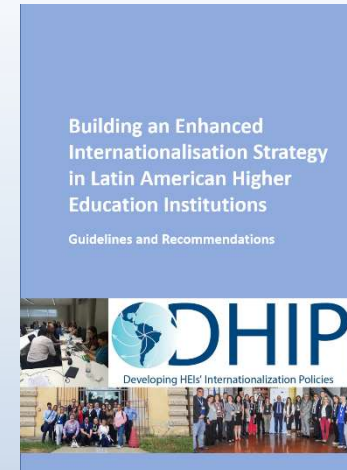
- The Project
- The IEP

### Part A

- I. Internationalization policy
- II. International office and services
- III. Developing transversal skills
- IV. Effective international communication
- V. Creating a multicultural social environment
- VII. The role of networking in internationalization

### Part B

Implementation of CLAR (Latin American Credit Reference) and student-centered learning (SCL)





UNIVERSITÀ DI PISA



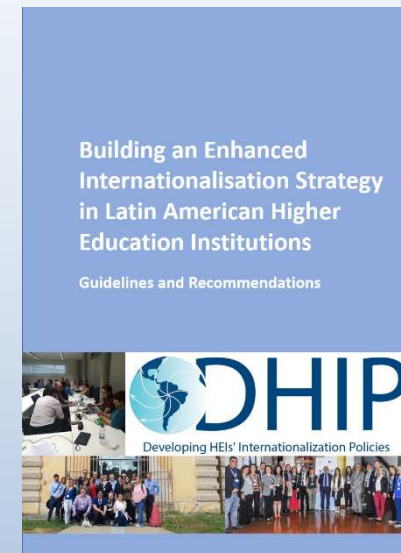
Co-funded by the  
Erasmus+ Programme  
of the European Union

## Recommendations and Guidelines

Each **section** has numerous subtopics

Each **subtopic** includes

- A brief general **discussion**
- A certain number of '**Principles**'
- Brief '**guidelines**' for each 'Principle'
- Actual **examples** by DHIP partners





UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

## Recommendations and Guidelines

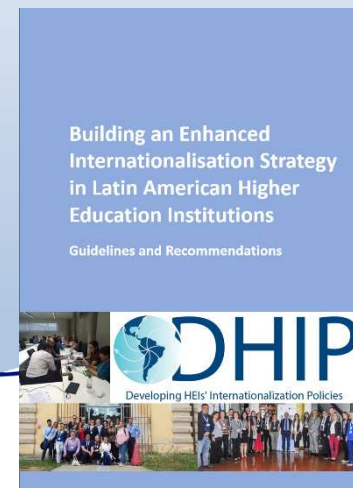
**Revision and editing** ongoing.

Soon, there will be a 'clickable' **online edition** on the

<https://www.projectdhip.com>

website

And a downloadable **pdf 'Book'** version.





UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union

### 3. Conclusion

**In today's world, higher education institutions have both the opportunity and the responsibility to enhance their international capabilities and internationalization strategies.**

**The DHIP experience shows the importance of international cooperation and peer support in achieving that end.**

**Congratulations, DHIP! Thanks, Erasmus+! Thanks, partners!**



UNIVERSITÀ DI PISA



Co-funded by the  
Erasmus+ Programme  
of the European Union



Thank you for your attention  
[k.isaacs@unipi.it](mailto:k.isaacs@unipi.it)