

ROLE AND RELEVANCE OF THE UA IRO WITHIN THE UNIVERSITY STRUCTURE

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IROs Models

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INDEX

1. TOOLS (reminder)
2. UA APPROACH
 1. Rationale
 2. The UA (decentralised) Model
 3. Good practices
3. ORGANIZATIONAL MODELS
4. CONCLUSIONS

TOOLS

1. *Committment* (International Strategic Planning WS)
2. *Academic offer* (IRO services development WS)
3. *Funding* (Fundraisin WS)
4. *Support to international students offer* (IRO services development WS)
5. *Organizational structure* (IRO models WS)

UA RATIONALE

- Internationalisation = horizontal activity = it is included in different sections:
 - Research
 - Academic offer
 - Cooperation for development
 - Human Resources...
- We will focus on typical activities developed by an IRO

RATIONALE – Strategic Plan

1. To **consolidate and develop the relations** with universities and prestigious research centers and to participate in international programs.
 1. To sign and assure an efficient performance of the **international cooperation and culture agreements** or teaching or research orientation.
 2. To assure the **dissemination** of teaching and research programs carried out in the UA.
 3. To reach a high level of exchange and international **mobility** for the members of the university community through the elaboration of adequate programs.

INTERNATIONAL POLICY

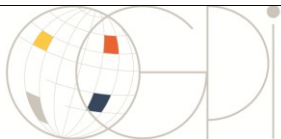
1. Support and promote the internationalization of the UA

1.1. Consolidate and expand links with major institutions

Code	Action	Indicator	Goal
INT.RLI.1.1.01	Sign and develop criteria for revising international agreements	Criteria developed	Yes
INT.RLI.1.1.02	Revise international agreements	% agreements revised	50 %
INT.RLI.1.1.03	Revise Erasmus agreements	% exchanges with less than 30% difference between outgoing and incoming students	100%

1.2. External promotion of the UA

Code	Action	Indicator	Goal
INT.RLI.1.2.01	Create a plan for international promotion of the UA	Plan created	Yes
INT.RLI.1.2.02	Participate in international associations of HEI	Annual number of events in which associations are involved	3



2. Improve quality and increase the international mobility

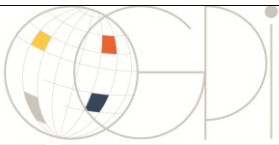
2.1. Increase the UA members mobility with quality criteria

Code	Action	Indicator	Goal
INT.RLI.2.1.01	Establish measures to increase mobility of PDI (teaching staff)	Annual increase in PDI mobility	2 %
INT.RLI.2.1.02	Establish measures to increase mobility of PDI outside Europe	Annual increase in PDI mobility	2 %
INT.RLI.2.1.03	Design and disclose the itinerary of student mobility (Erasmus, practices, Erasmus Mundus) coordinated with the academic track	Diseño realizado	Yes
		Number of briefings	7
INT.RLI.2.1.04	Establish measures to increase the mobility of Erasmus students	Annual increase of ERASMUS student mobility	2 %
INT.RLI.2.1.05	Provide incentives for non-European mobility of students through scholarships	Annual increase in grants	5%
INT.RLI.2.1.06	Undertake new strategic exchange agreements with universities outside Europe	Annual increase of exchanges	10
INT.RLI.2.1.07	Expand exchanges with Chinese universities encouraging mobility of students at the UA	Number of students per year	Yes
INT.RLI.2.1.08	Write a tutoring protocol UA students with tutors in each course	Protocol worded tutoring	Yes
		% internationalization degree with tutors	100 %
INT.RLI.2.1.09	Promoting mobility for international practice in companies through Leonardo and Erasmus european programmes	Annual increase in international trainees	5 %
INT.RLI.2.1.10	Implement its own international mobility european programme	Annual increase in international trainees	Increase 5 every year
INT.RLI.2.1.11	Draft international internship protocol proposal	Draft of the proposal	Yes
INT.RLI.2.1.12	Establish criteria to design, deploy and start the mobility of the PAS (long life learning)	Mobility plan created	Yes
		% of international relations PAS for mobility	100 %

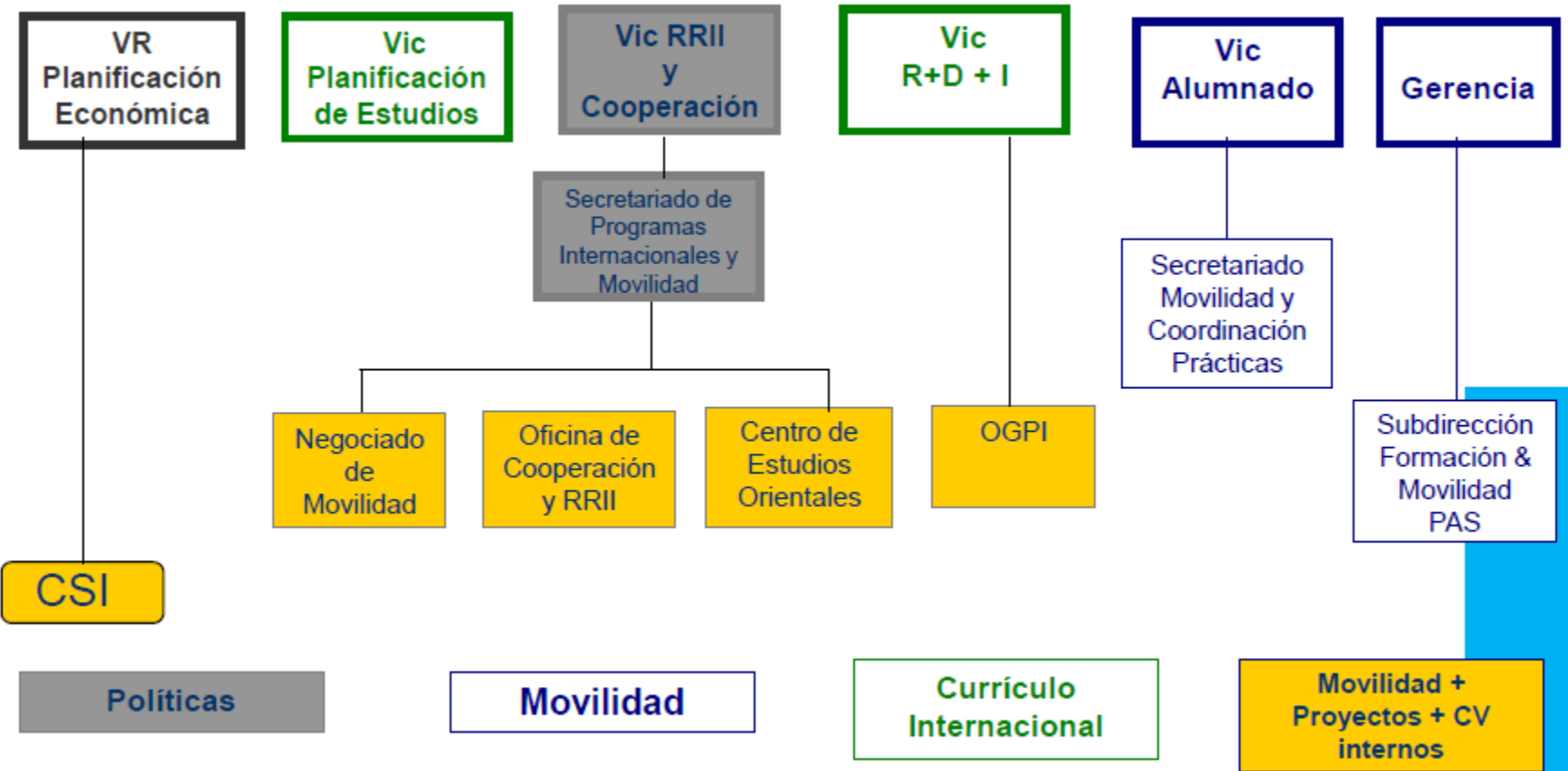
INTERNATIONAL POLICY

2.2 Increase the number of foreign students with quality criteria

Code	Action	Indicator	Goal
INT.RLI.2.2.01	Develop a policy to receive visiting students	Rules created	Yes
		Adoption of rates	Yes
INT.RLI.2.2.02	Review and improve the protocol to receive foreign students	Protocol Revised	Yes
INT.RLI.2.2.03	Enhance the international character of graduate studies	Annual increase of foreign graduate students	2%
		Making arrangements for the exchange and mobility of postgraduate studies	Yes
INT.RLI.2.2.04	Tap into the demand of Chinese students to study in Spain to include a growing number at both the undergraduate and graduate	Percentage increase for the entire period	100%
INT.RLI.2.2.05	Design and implement an action program for foreign tutorial	Plan Designed	Yes
		Percentage of students who enter the tutorial	100%
INT.RLI.2.2.06	Enhance the international character of the courses Rafael Altamira	Annual increase of foreign students	25%



UA DECENTRALISED MODEL



GOOD PRACTICES BY LEVEL

- Vice-President Level: Internal call for researchers searching international projects;
- Faculty Level: International Business Programme (Faculty of Economics);
- IRO Level: Mobility of students
- CSI: Spanish courses for foreigners;
- OGPI Level: University management projects

ORGANIZATIONAL MODELS

	+	-
CENTRALISED IRR	<ul style="list-style-type: none"> • Active participation in the institutional policies • Services/functioning clear for the university community 	<ul style="list-style-type: none"> • No flexibility (HRR) • Difficult links with the local environment
DECENTRALISED IRR	<ul style="list-style-type: none"> • Less participation in the institutional policies; • Effective and “closer” work • + atomization, - synergies 	<ul style="list-style-type: none"> • Changing structures with low flexibility • Difficult links with the local environment
FOUNDATION / ENTERPRISE	<ul style="list-style-type: none"> • Flexibility (HRR) and easy links with the environment • Synergies = benefits • ≥ Access to funding 	<ul style="list-style-type: none"> • Difficult to understand by the community; • Great commitment needed

CONCLUSIONS

- There is no a “success model”; it depends on each institution objectives and approach;
- IROs should have a prominent role in the integration of the international dimension at the University;
- IRO staff should have stability and, if possible, a strong administrative approach (trend to professionalize the management in HE);
- The name and the location of the IRO depend on the approach of the university and the importance given to internationalisation.

CONCLUSIONS

- In big universities, the “antennas” by Faculty or department is the common model, although there is a risk of fragmentation of international activities;
- In this case coordination activities and a clear common policy is very important.

Thank you, Merci, شكرا, Gracias!

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