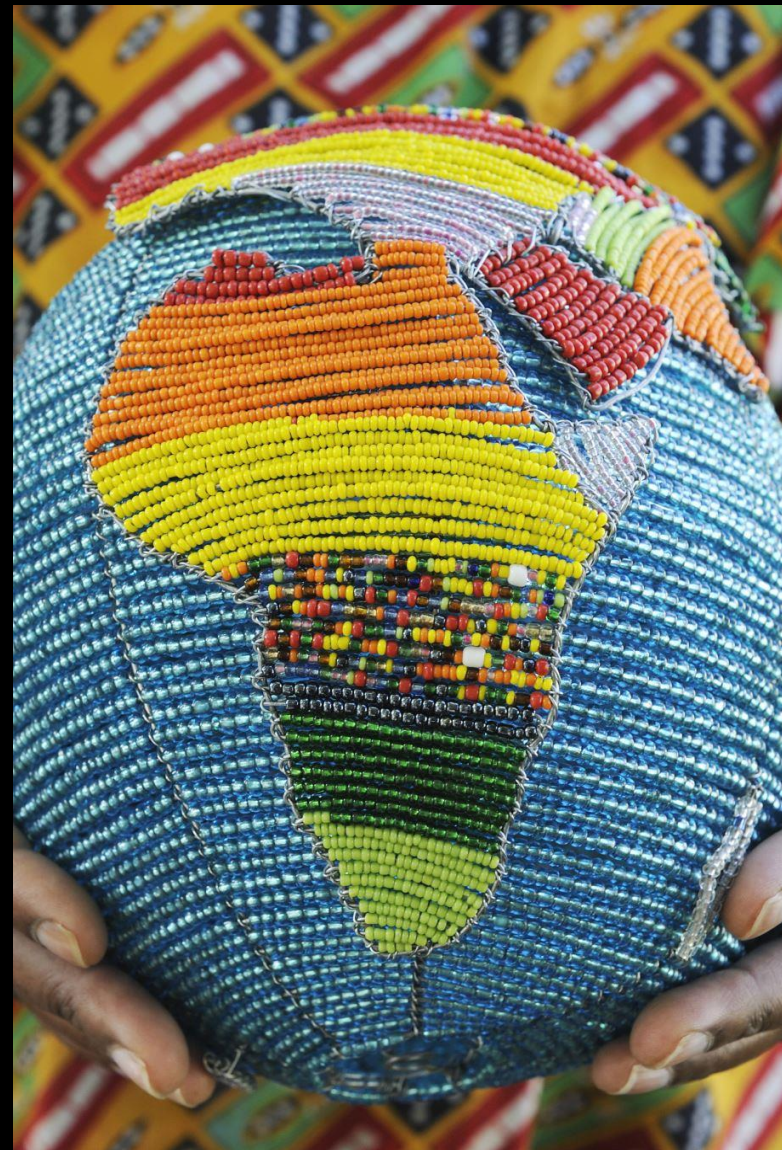


Internationalisation of Higher Education in Hessen: A roadmap for policy, strategy and practice to 2035

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Qualität und Innovation in Studium und Lehre in Hessen

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Abstract

Internationalisation in Higher Education has become a central priority for institutions around the world. Yet the concept is often interpreted narrowly and partially, focusing on student mobility, English-medium instruction or the recruitment of international students for financial or demographic reasons. While these dimensions are important, they capture only limited aspects of its potential and strengths. A broader, comprehensive, holistic and integrated approach recognises internationalisation as a means of enhancing learning, teaching, research and societal contribution and engagement. This creates value for all stakeholders, including local and international students, academics, professional staff and the wider community.

What does this kind of approach involve and how can institutions move from what may be a disconnected range of initiatives to a more structured and compelling future-focused strategy based on their context, goals and values? How can the benefits of internationalisation be understood, communicated and valued across the institution? What does it mean for the curriculum, professional development, student-facing services and institutional leadership? How can engagement of staff and students contribute to its successful implementation? This presentation will seek to address such issues and help provide a roadmap for working towards an integrated approach to comprehensive internationalisation strategy and practice.

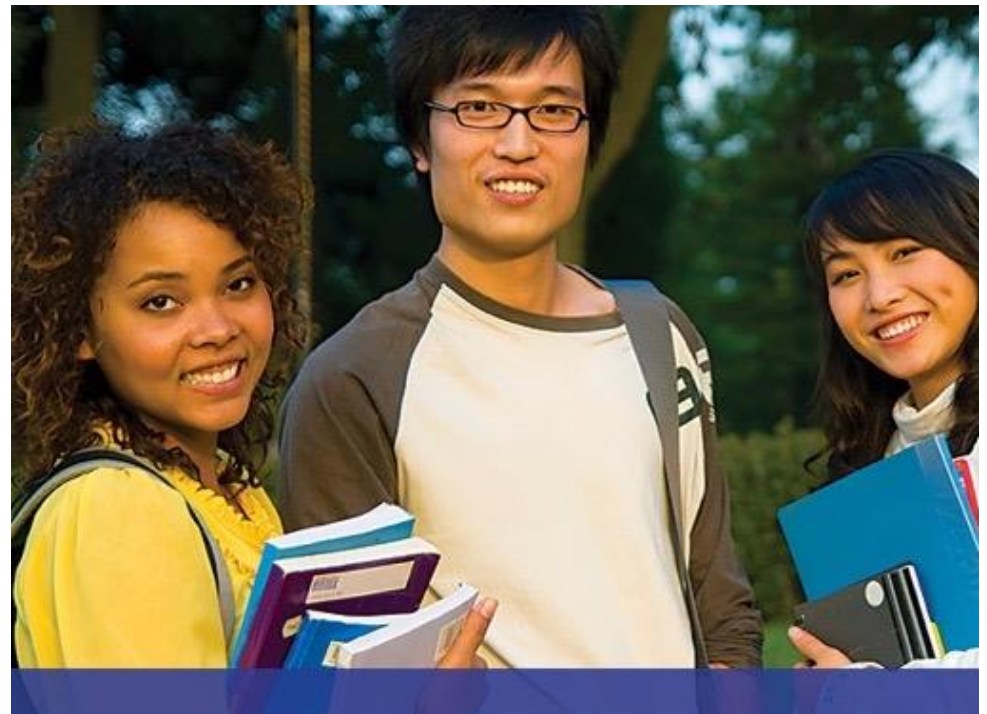
Dominant expressions of internationalisation around the world – rather narrow

Student mobility / study abroad

Recruitment and presence of international students

Teaching in English or another non-dominant language

International rankings



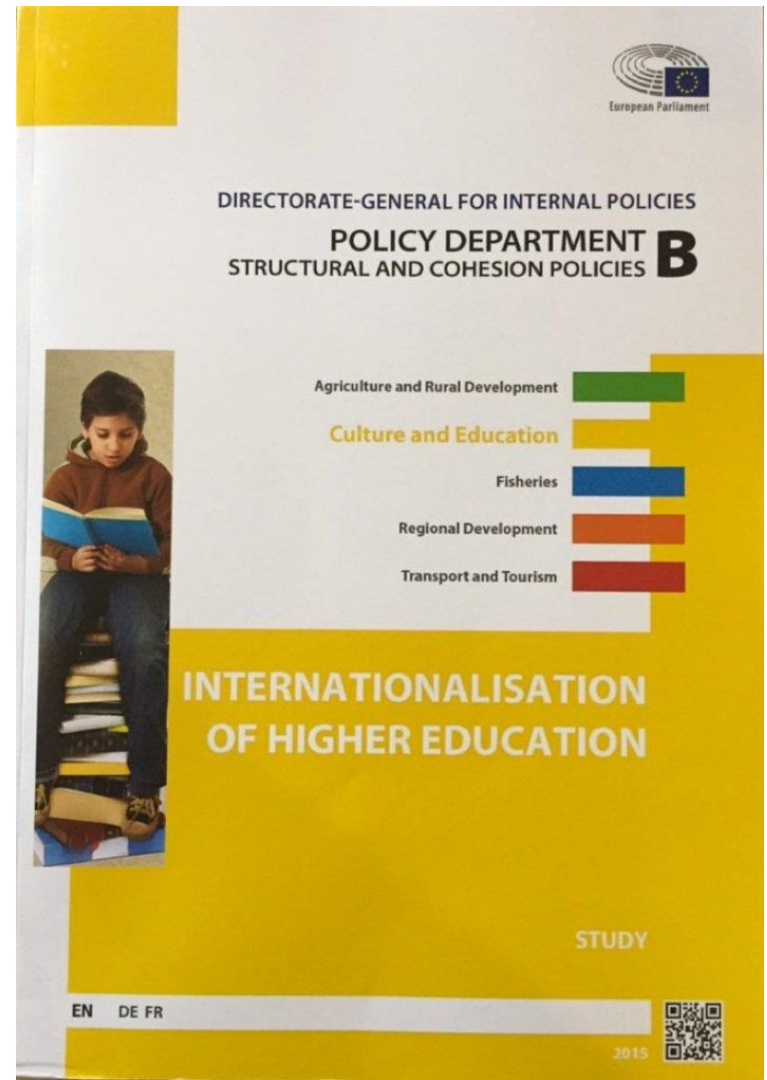


**Political
Economic
Academic
Socio-cultural**

Rationales for
internationalisation?
(Knight and de Wit, 1995)

Internationalisation of HE definition

The **intentional** process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, **in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society.**



Rationales for internationalisation

Pragmatically-based rationale

students need **skills** and **understandings** in order to *work* and *live* in a globalising world. Graduates who can **perform**.

Values-based rationale

Seeks to develop **attitudes** to inform the application of both knowledge and abilities.

Jones & Killick (2007)



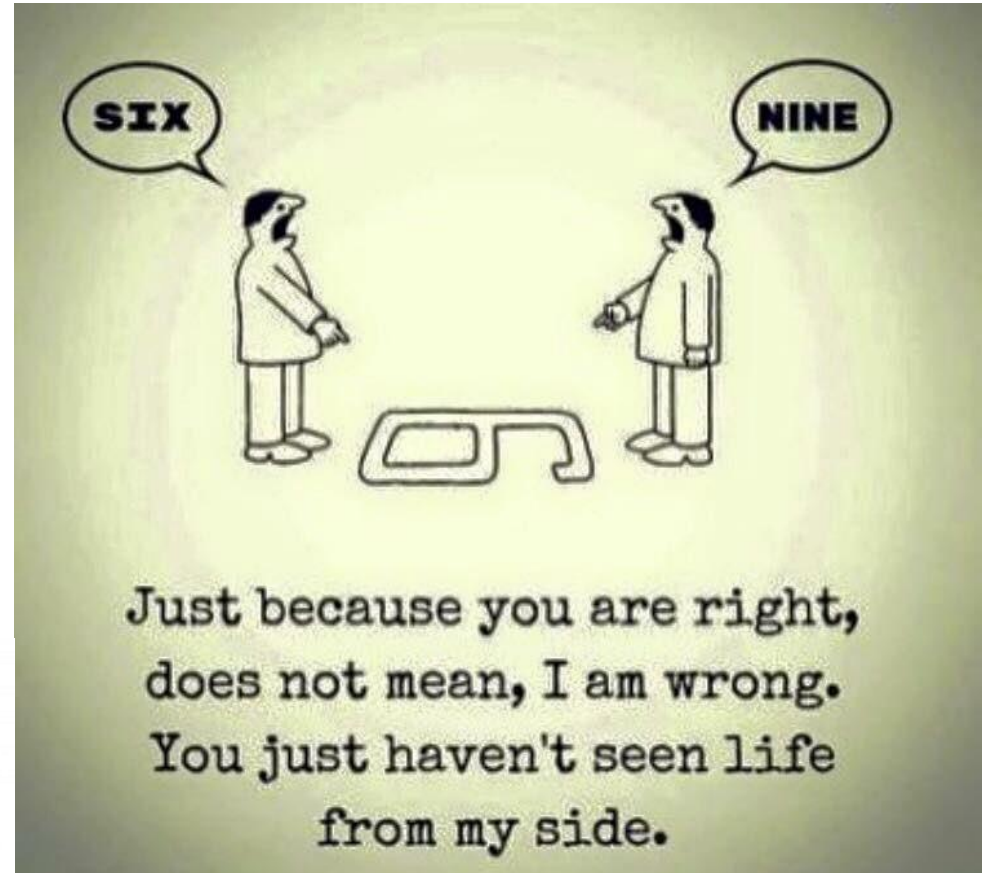
Pragmatically-based rationale for internationalisation

- Employability
- Responding to global challenges



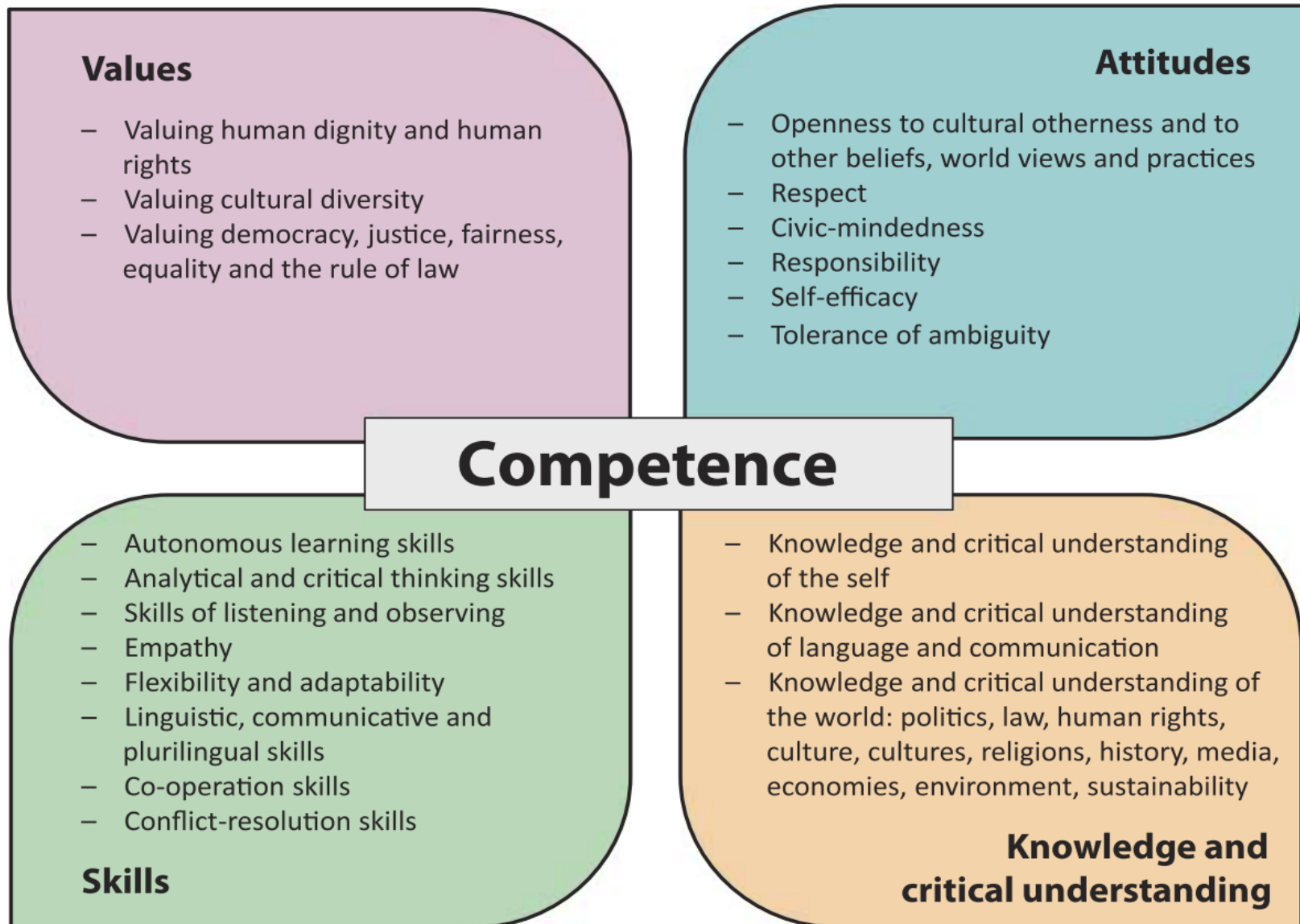
Values-based rationale for internationalisation

- Attitudinal change
- Living and working in diverse societies – vital life skills



“Interculturalisation” (Jones, 2013a)

Intercultural Dialogue Model (Council of Europe)



Values-based approach links to other agendas in HE and wider society



Equality, equity, diversity and inclusion

Widening participation

Decolonisation of curriculum



Related concerns

Social and cognitive justice

Multiculturalism

Ethics

Equity-minded practice

Gender identity and equality

Human rights

Anti-racism

Sustainability and climate emergency

Social responsibility

Poverty reduction

Global power relations and geopolitics



Comprehensive internationalization

...is a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise.

Hudzik, 2011:6





Conceptualisation of 'Culture'

Misconception that 'internationalisation' is only to do with other countries – 'intercultural' framing offers broader conceptual prism than international

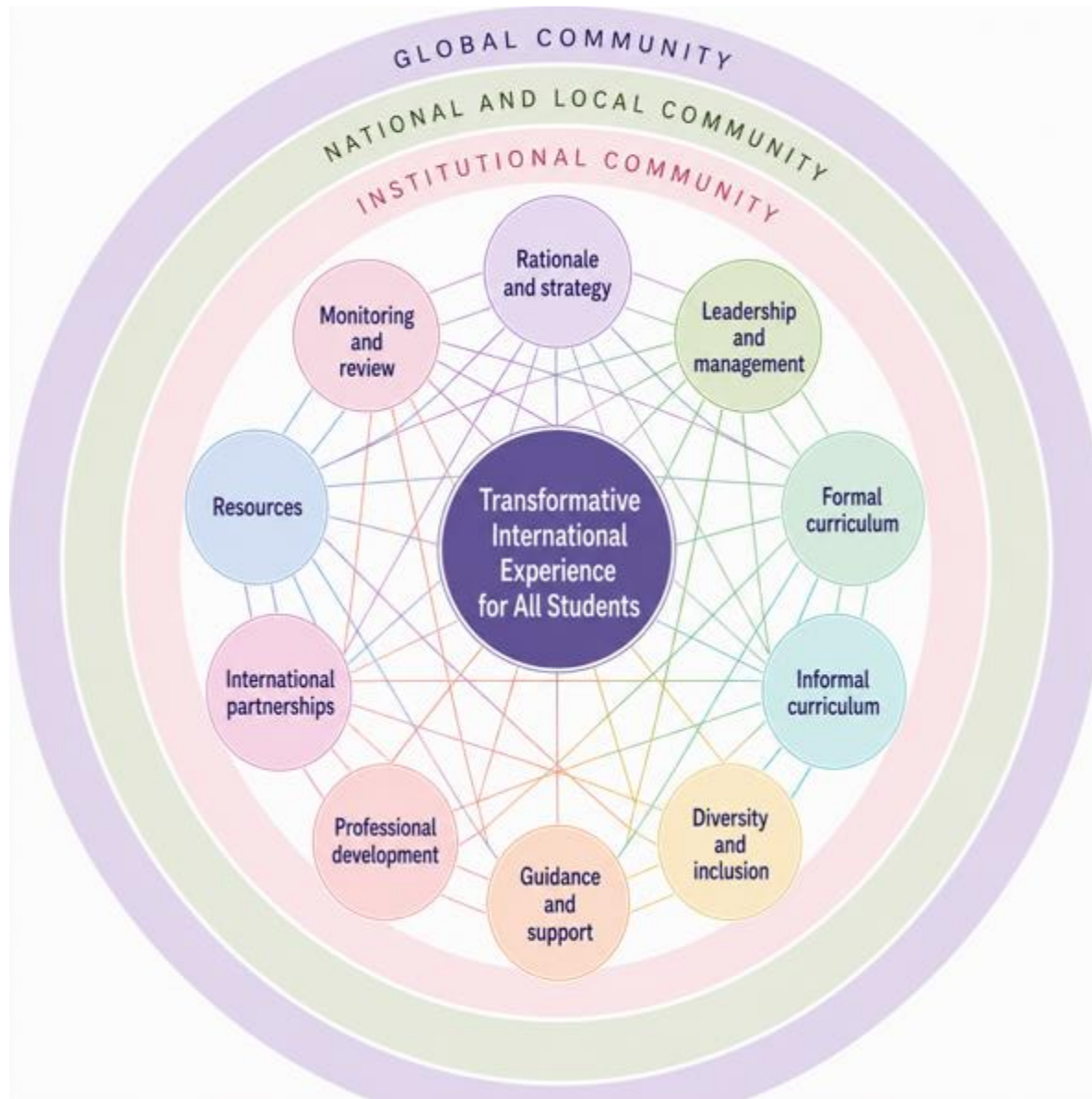
Values-based rationale - about changing mindsets, not moving bodies

Roadmap to 2035?

Indicator	Goal	Milestones		
		1-2 years	3-5 years	6-9 years



Integrated Framework for Student-Centred Internationalisation



-
- Contexts
 - Starting point
 - Aims or ambition
 - Timing
 - Engagement



Rationale and strategy

-
- Role of senior leaders
 - Distributed leadership
 - Explicit policies and strategies for
 - assessment, learning & teaching
 - research strategies
 - Human resources policy
 - library resourcing and operations
 - food and accommodation policies



Leadership and management

- Internationalised curricula across the institution for all students
 - global perspectives
 - intercultural communication development
- International mobility opportunities add value to internationalised curriculum



**Informal
curriculum**



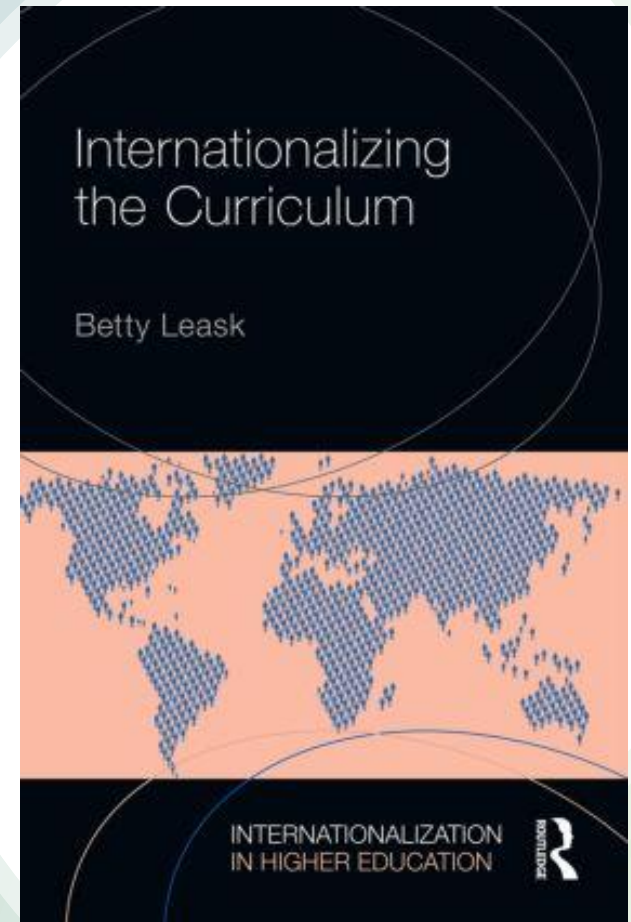
**Formal
curriculum**

- International and multicultural campus culture
- Events, displays and activities which support internationalisation at home

Definition of Internationalisation of the Curriculum

Internationalization of the curriculum is the incorporation of **international, intercultural and/or global** dimensions into the content of the curriculum as well as the learning outcomes, assessment tasks, teaching methods and support services of a program of study.

Leask, 2015:9



-
- International students one example of multiculturalism
 - Vibrant, diverse international and multicultural community
 - Students as active participants in campus life



**Diversity
and
inclusion**



Guidance and support

For students beyond their academic support
International students
Domestic students / study abroad

language
inter-cultural competence
academic and pastoral support
advisory and counselling services.



Professional development

- Opportunities for all staff
- Language and inter-cultural competence development.
- Support for research and partnership development
- May form part of the promotion and/or salary policies of the institution.
- Welcome and support for incoming international staff.

Broad and
deep
international
partnerships
create many
opportunities.

**International
partnerships**



Resources

Resourcing supports the strategy

Continuous enhancement through monitoring, evaluation and review of the strategy's success



**Monitoring
and
review**

Key Points

- Internationalisation in Higher Education is not simply about student mobility.
- Delivering a programme in English may help to recruit students who do not speak German, but internationalisation is not simply about EMI (English-Medium Instruction) nor international student recruitment.
- A broader, comprehensive, holistic and integrated approach recognises internationalisation as a means of enhancing learning, teaching, research and societal contribution and quality enhancement.
- Internationalisation reflects one aspect of diversity and intercultural inclusion.
- Designing and delivering a comprehensive strategic approach creates value for all stakeholders, including local and international students, academics, professional staff and the wider community.
- Key to success is an internationalised curriculum.



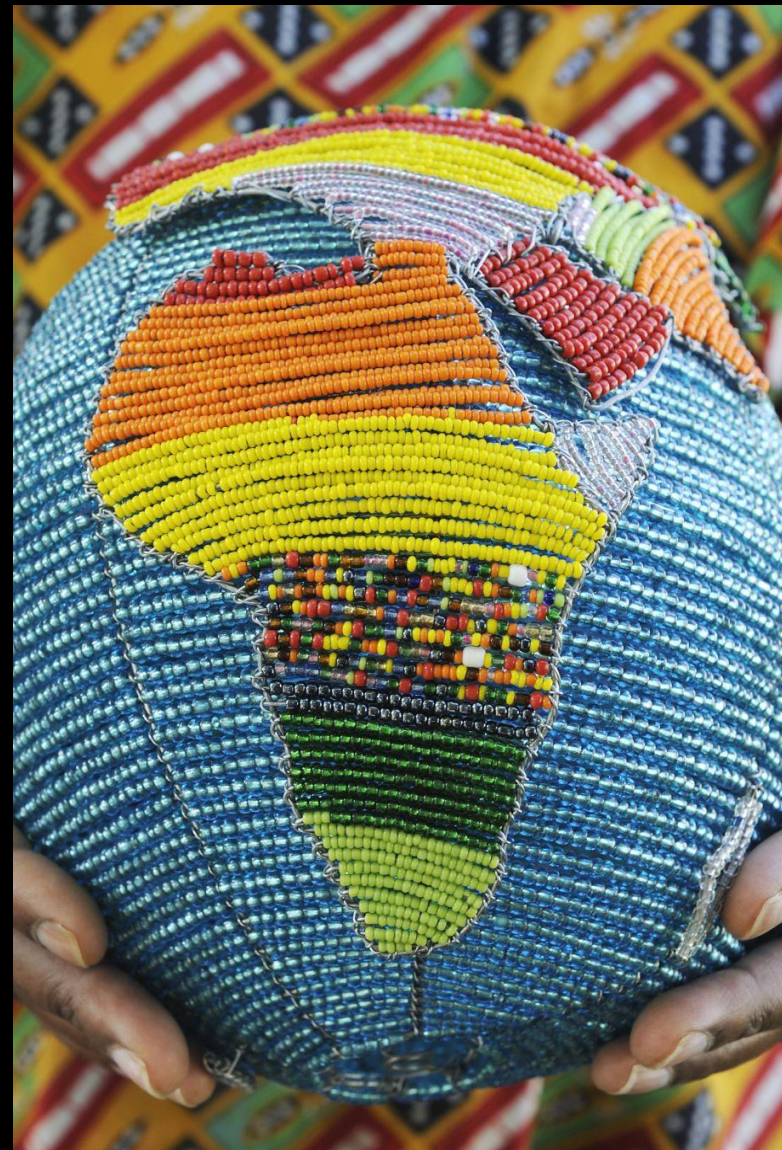
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Thank you

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