

# INTERNATIONAL EDUCATION CONFERENCE

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## Developing Effective Internationalisation Strategies in Uncertain Times

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#IES2019

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# Overview

- Orientating:
  - What strategy is and is not
  - Internationalisation Strategies in context
- Navigating:
  - Thinking
  - Aligning
  - Prioritising
- Engaging:
  - Boundary spanning
  - Shape-shifting

# What strategy is and isn't



# What strategy is and isn't

1



# The *Big 5* Strategy Questions

2. Where do we want to go?

1. Where are we?

3. What must be done?

4. How to do it?

5. How to measure progress?

DR  
MAX  
MCKEOWN



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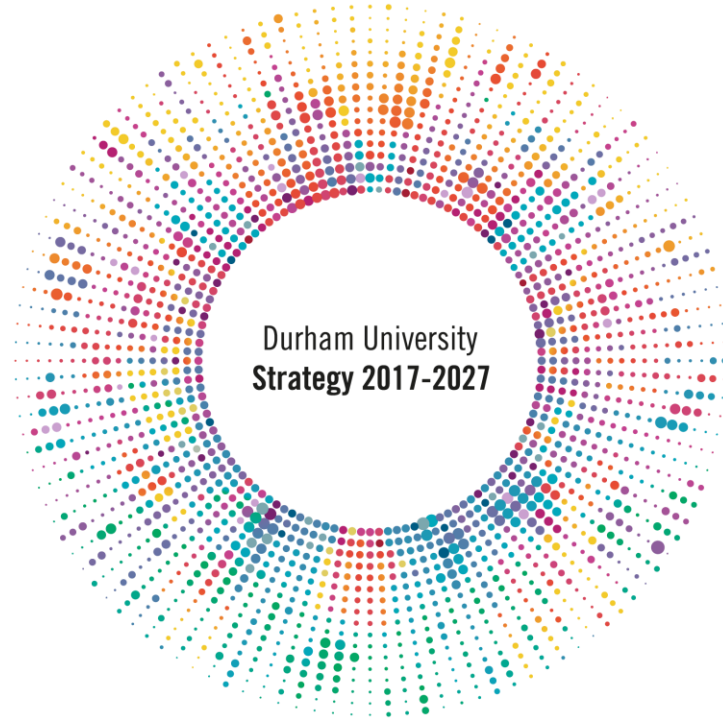
# Internationalisation in Context: Some Reflections





# Internationalisation Strategy in Context

- World-leading and world-changing **research**
- Challenging and transformative **education**
- A **wider student experience** as good as any in the world



## Discussion

- What does your Internationalisation/Global Engagement strategy prioritise?
- What are your greatest implementation challenges?



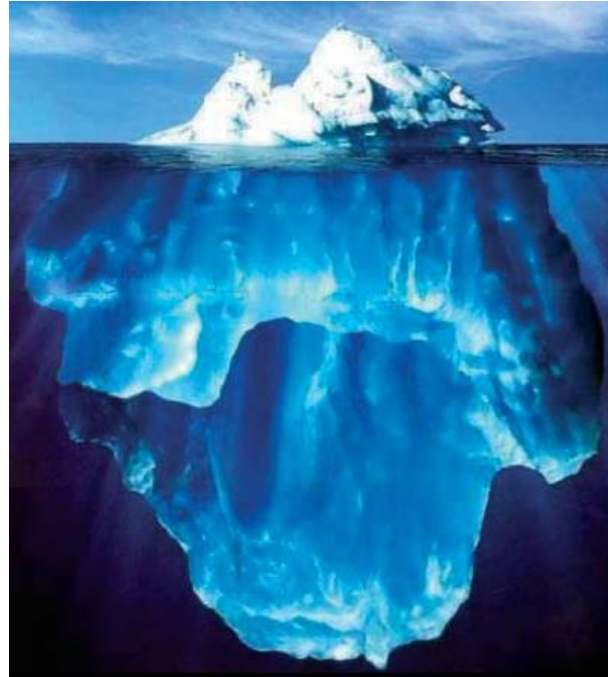


# Navigating

# Thinking BIG

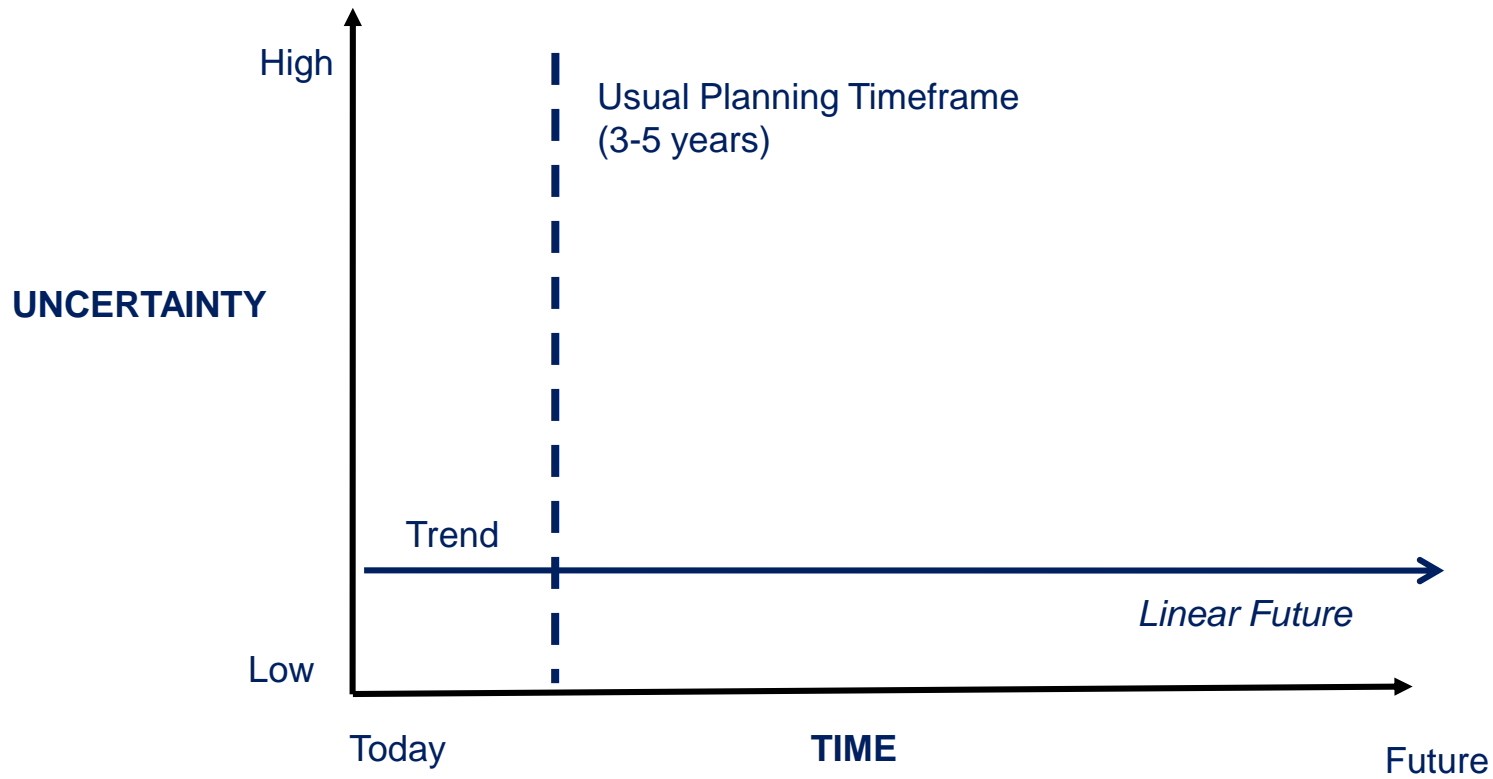


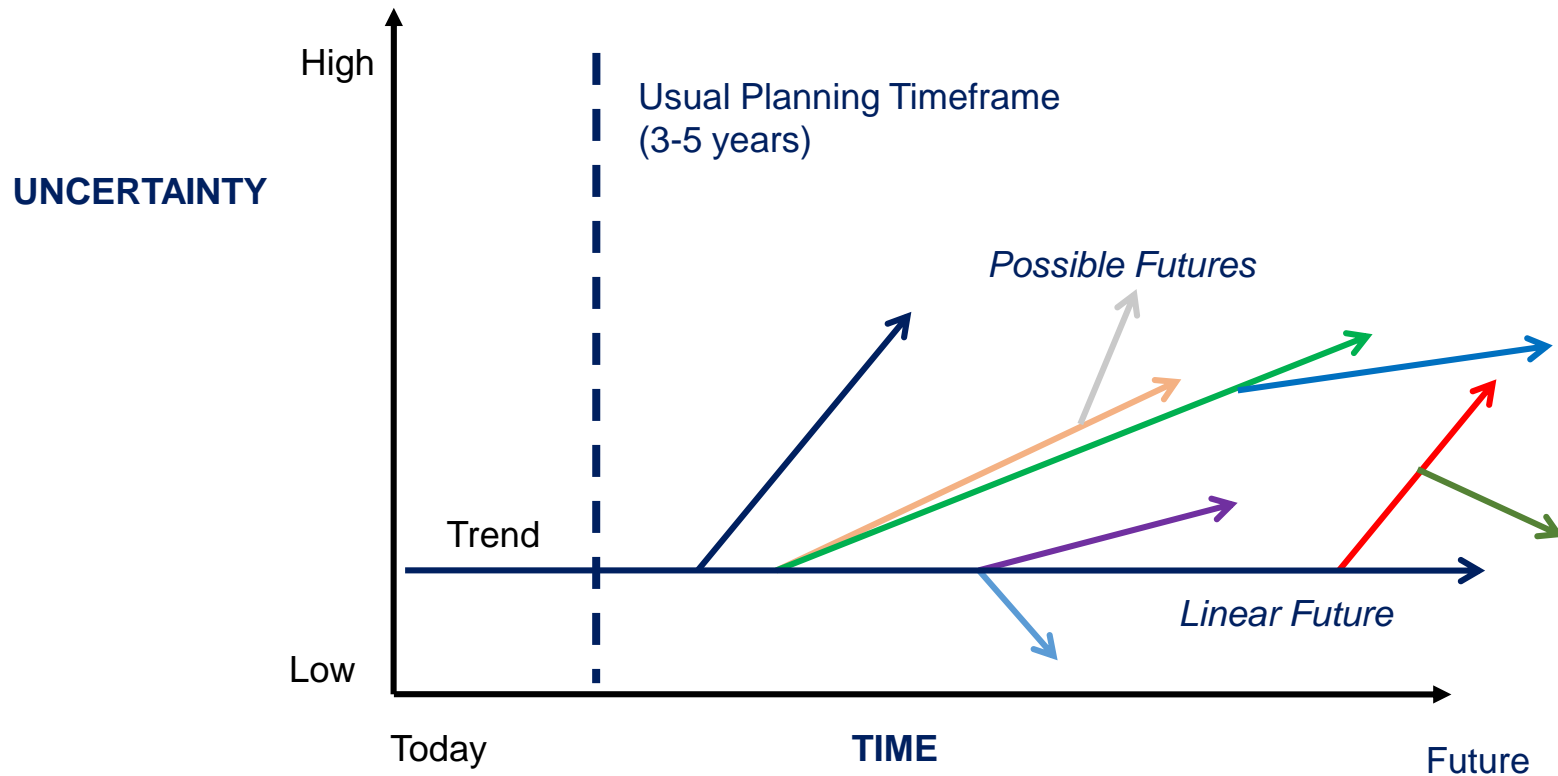
# Thinking DEEP



# Thinking Long



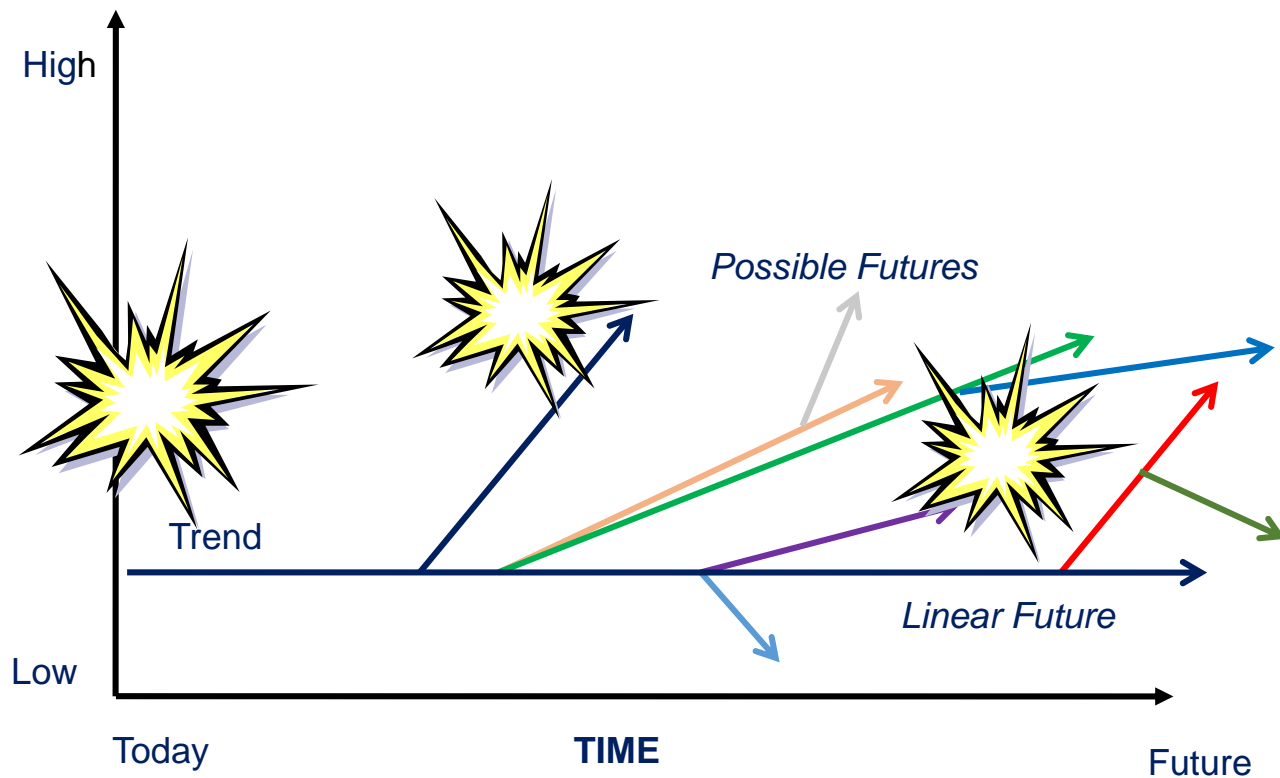




Source: David Elverson 2014



# UNCERTAINTY





# Scenario Planning

## THE SCENARIO DEVELOPMENT PROCESS

Define Focal Issue, Question, or Decision and Relevant Timeframe  
Review Past Events & Alternative Interpretations

Identify  
Driving  
Forces



Identify  
Critical  
Uncertainties



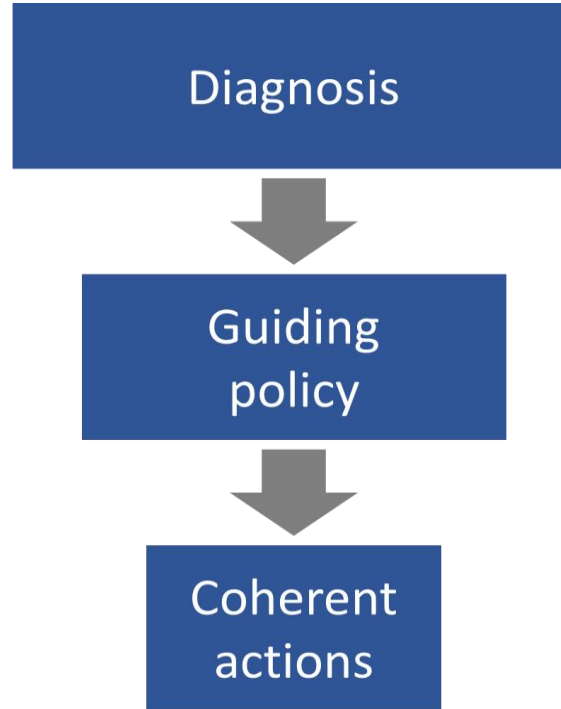
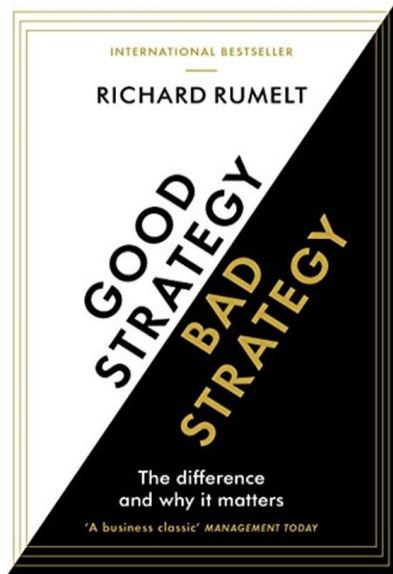
Develop  
Plausible  
Scenarios



Discuss  
Implications  
& Paths



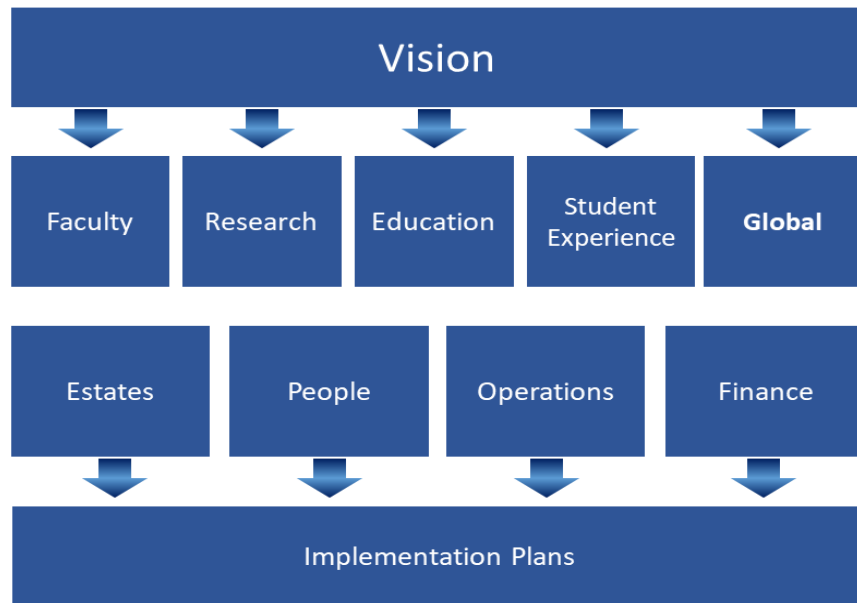
# Critical and coherent internationalisation strategies



# Aligning

# Strategy Design

## Strategy Design



# Strategy Design Template

Section	Focus
Context	Global market analysis, competitor and comparator analysis, policy, funding, benchmarking, key challenges
Goal	What is the overall strategy seeking to achieve?
Strategic Aims	3-5 high level outcomes
Gap Analysis	Gap between stated aims and current institutional performance: key areas of focus
Strategy into Action	Guiding Policies - clear principles to drive change Practical actions - specific, timely and accountable
Key Performance Indicators	Criticality and feasibility
Dependencies	Dependency on and implications for other strategies
Risk Analysis	Positive and negative contribution to risk exposure
Equality and Diversity	Benefits and consequences of the strategy for equality, diversity and inclusion

Critical challenge

Guiding policies and action plan

# Internationalisation Stakeholder Analysis

Individual or Team	Role: leader, influencer, participant	Extent of impact	Degree of support	Level of influence	Issues	How to engage

# Prioritising



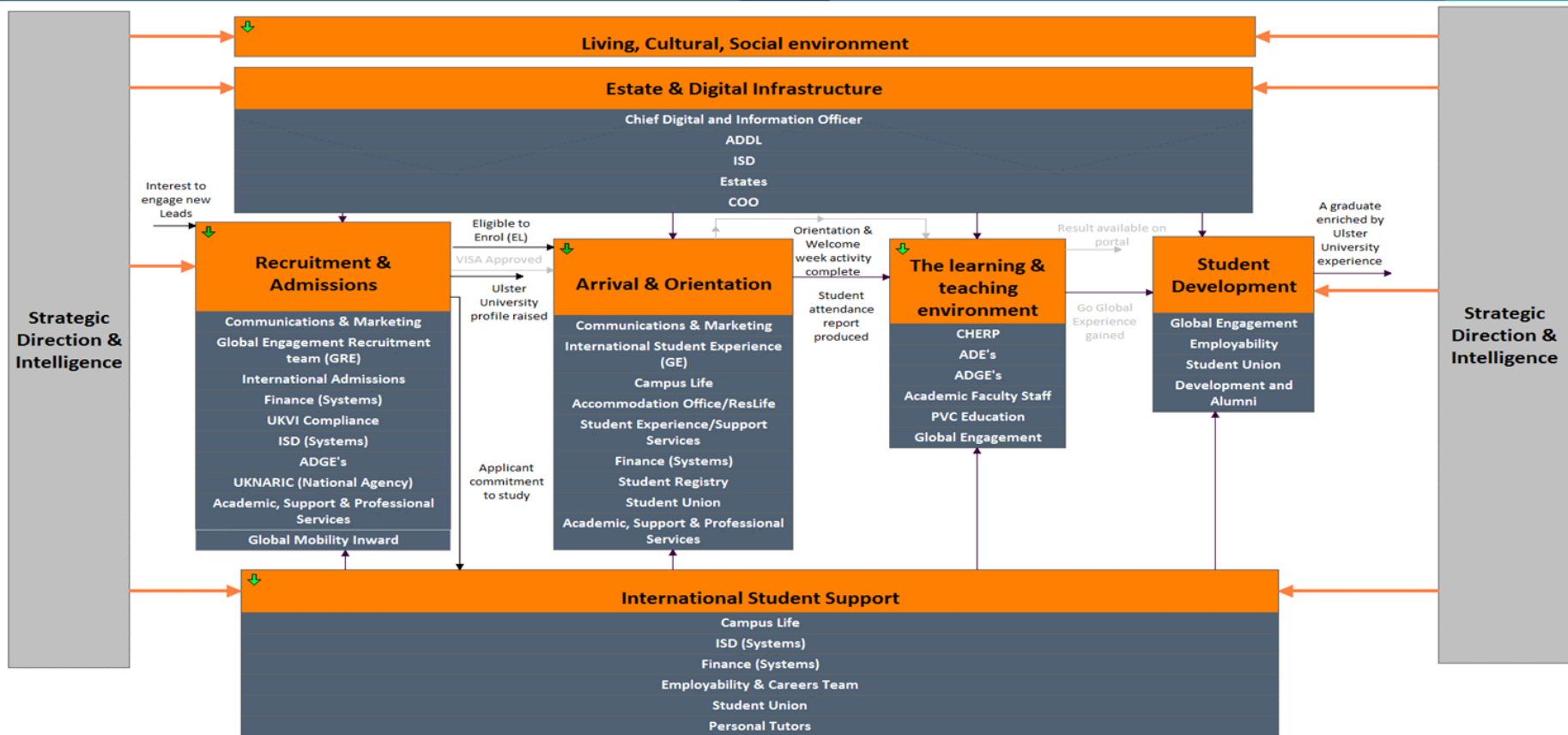
# International Opportunities Prioritisation

Context	Institutional Factors	Benefits
Global political/economic context	Alignment with key strategy imperatives	Academic
International competitor analysis	Timing – phasing, capacity, exit strategy	Social, Economic, Cultural
Demographics	Leadership and governance	Financial
Ethics and reputational risks	Resource implications	Reputation
Short term opportunity or long term trend	Business model sustainability	Added value
	Impact on other institutional strategies and priorities	Dis-benefits and opportunity costs
	Competitive advantage	

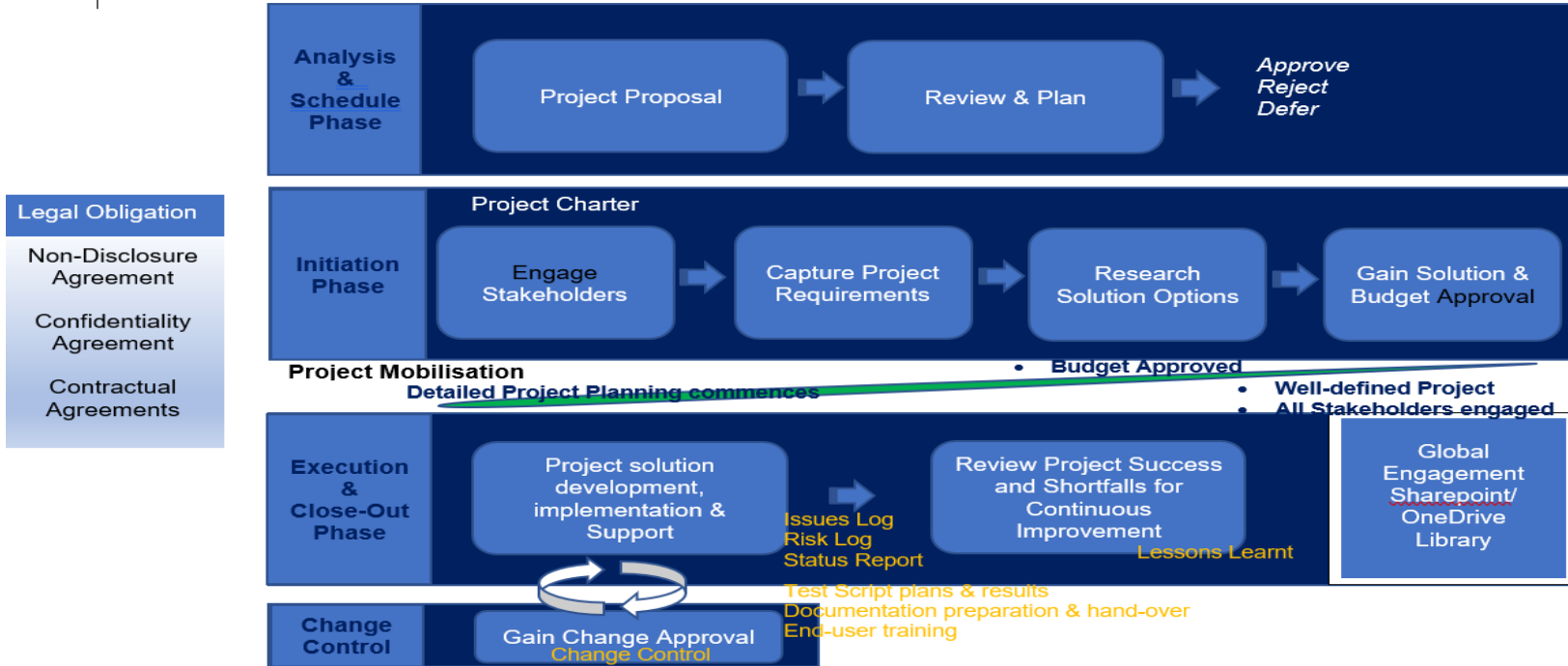
# Strategic Decision Making

1. Identify the choice alternatives
2. Identify the criteria relevant to the decision
3. Weight the criteria
4. Assess each choice alternative in relation to the criteria
5. Review scores for each alternative and confirm choice

# Engaging: Your role as International Strategist



# Engaging: Project Managing Delivery



# Engaging: The Shape-shifting International Strategist

- **Boundary Spanner**
- **Storyteller**
- Analyst (understanding critical challenges, data)
- Project Manager
- Change Agent
- Surveyor - reviewing institutional practice, horizon scanning
- Coach
- Scenario Developer
  
- <https://vimeo.com/303230316/80feed95ac>

## Discussion

How can you strengthen the impact of your strategy by engaging differently and more widely across your institution?

