

Internationalisation of HEIs: dilemmas and opportunities for universities

**INTERUV First Regional Conference
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Why Internationalise?

- What are the motives?
 - Commercial, Cultural, Competitive, Collaborative
- Possible Drivers (Green 2012) and (Bosetti & Walker 2010)
 - Prepare students for 'global citizenship' (however it is defined)
 - Prepare students for the global workforce
 - Enhance the quality of teaching and research
 - Internationalise the entire institution
 - Enhance prestige and visibility, e.g. increasing international ranking
 - Generate revenue - in what areas and what for?
 - Contribute to local or regional economic development
 - Be actively involved in the regeneration of communities
 - Strategically position institutions to compete in a differentiated and diversified higher education system
 - Develop strategic alliances and relationships both nationally and internationally
 - Create networks and collaboration with the private sector
 - Renew & reform financial & administrative structures of the university
 - Contribute to knowledge production on global issues



Why Internationalise?

- What are the risks?
 - Sharing academic (teaching and learning), disciplinary (pedagogy), organisational (HEI) and sector (HE, business etc.) power
- Why is it important? EU 'Re-Thinking Education':
 - Language competences for employability, mobility and growth
 - Vocational Education and Training for better skills, growth and jobs
 - Supporting the teaching professions for better learning outcomes
 - Developing knowledge and skills in IT, entrepreneurship languages
 - Mobility is at the core of the strategy – Jointness and Partnership
 - Positioning EU HEIs in the global flows of HE human resources



An Internationalised and Entrepreneurial HEI

- Very few HEIs can 'go it alone' in the global market
 - Harvard, MIT, Oxford, etc.
- So partnerships and synergies are needed
 - Within the European Higher Education Area
 - Beyond the EHEA
 - Bilateral and Multi-Lateral
- Europe is:
 - Multi-lingual, Multi-Cultural, Globally connected, Spatially close (strengths)
 - Still a long way from achieving Bologna principles on a wide-spread basis (risks)



An Internationalised and Entrepreneurial HEI

- The on-going influence of the EU
 - Multi-National, Multi-Disciplinary, Multi-Institutional, Multi-Sector
 - Marie Skłodowska-Curie Actions under Horizon 2020
 - Erasmus for All
 - EIT KICs

<i>1st wave: 2014 (tbc)</i>	<i>Innovation for healthy living and active ageing</i>
	<i>Food4Future – sustainable supply chain from resources to consumers</i>
	<i>Raw materials – sustainable exploration, extraction, processing and recycling</i>
<i>2nd wave: 2018 (tbc)</i>	<i>Urban mobility</i>
	<i>Added-value manufacturing</i>
	<i>Smart secure societies</i>

- Increasingly competitive funding – are you ready?



Some Policy and Strategy Considerations

- Can you focus on excellence in the Global HE marketplace and also focus on 'inclusion'?
 - Who is a global player and who is becoming marginalised?
- How do you reward world-class teaching and learning as well as world-class research? (Rankings mostly prioritise research)
 - Possible lessons from the MOOCs and the global leaders
 - Who owns the Teaching and Learning IPR?
- Big organisational challenges remain regarding:
 - Graduate Employability (in a time of economic crisis)
 - Recognition (Joint Degrees are 'different')
 - Sustainability (in a multi-player partnership)
 - Teaching and Learning Skills, Competencies, Resources



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