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WP4

From SWOT analysis to strategic plan for internationalisation

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- Lessons learnt from swot analysis
- The main dimensions of a strategic plan for internationalisation



SWOT ANALYSIS MATRIX



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Let's remind

SWOT analysis is a planning methodology that helps organizations build a strategic plan to meet goals, improve operations and keep the activities relevant. During SWOT analysis, organizations identify strengths, weaknesses, opportunities and threats (the four factors SWOT stands for) pertaining to organizational growth and improvements both in policies and services.

An in – death SWOT analysis is a key step in order to overcome the risks of strategic planning for internationalisation, in particular the risk of standardization.



How do we get there?

3. How do we get there?

- the university recognises the need to go beyond simply articulating its ambition and enter a strategic planning process (we would like to do this....)
- It will appoint a working group
- it will produce a strategic plan, stating:
 - ✓ the university's aims and aspirations,
 - ✓ outlining the full range of academic activities to be developed over a specific period of time and
 - ✓ indicating how these activities will be supported and financed
- **Thanks to SWOT analysis, A strategic plan should be both realistic and ambitious**



Just to clarify

3. How do we get there?

- Each university should decide if and at which level set up a strategic plan for internationalisation
- It may happen that these plans are an integral part of the overall plan of the university or may be designed stand alone
- Plans can be at central or faculty level or even at Unit level
- Plans can last 5/3 but also 1 year according to the context and the needs



What do we need to do

Goals

objectives

Set of actions (also called strategy)

Key Performance Indicators

Needed resources and responsibilities -
timeframe



GOALS

- A goal is a long term perspective and benefit to internationalisation
- What should we do to realize our vision? A goal is an end result or something to be desired. It is a major step in achieving the vision
- A goal requires a set of objectives to be achieved

Example

To make our institution more international responsive to the challenges posed by Sustainable Development Goals

But also:

To make all our students more equipped to deal and operate in an international environment



Objectives

- An objective is a measure of change in order to bring about the achievement of the goal. The attainment of each goal may require a number of objectives to be reached. An objective may be also seen as the positive solution to the identified problems coming from SWOT analysis
- They are usually expressed with verbs like: Improving, increasing, reinforcing but also establishing in relation to different aspects related to internationalisation
- Objectives can be referred to a dimension of internationalisation (for ex. mobility) but also to services and structures
- An objective requires a set of actions in order to be achieved

Example

To increase the number of destinations in the Global South for our outgoing students

But also:

To increase the number of services provided to incoming students from Global South adopting online platforms for collaboration and communication



Set of actions (strategy)

- Actions are what must be done by the personnel of the organisation in order to achieve the needed progress. Actions are something that must be done to achieve the objective.
- They are usually expressed with verbs like: develop, organize, prepare, carry out, write.....
- It is important to evaluate the interrelations and the chronological order among actions
- Actions requires both human, financial and technical resources in order to be put in place

Example

To analyze and compare the potential of 3 universities of the global south in order to select one

To update the student call for overseas outgoing students

But also:

To organise an online meeting with prospective incoming students from Jordan 2 months before their arrival and share a repository with relevant documents for their mobility



Let's think about

- The relation between objectives and actions is one of the key aspects of an effective plan for internationalisation
- It may happen to confuse an objective with an action or vice versa: For example:
 1. Establish a new foreign language center by 2024
 2. Reinforce relation with IRAQI professors that work abroad
- It is important to keep in mind that an objective must be as much as possible *SMART: Specific, Measurable, Accurate, Realistic and Time-bound* (we will come back later....)



Resources

- What is needed to put forward the actions? How much does it cost? If I need a new funding, how can I obtain it internally or externally?
- Who may be responsible for each action? How many people should they work? The action needs to creation of a new unit? If yes, is it sustainable according to the overall plan of my university?
- Do we need new competences to carry out a specific action? If yes, how can I obtain it?
- **An in depth analysis of the resources may generate new actions that were not envisaged in a first version of the plan**

Example

- 50.000 Euro to open a new call for outgoing students
- User licences for online platforms
- A part time staff to carry out a specific activity
- 50.000 Euro to open an internal call for innovative international collaborative projects with universities from South East Asia



Key Performance Indicators and timeframe

- What are the **quantitative and qualitative indicators** showing whether and to what extent the plan objectives are achieved according to pre-defined timeframe?
- They describe the plan objectives in measurable terms **They must be Specific**: quantity, quality, timeline, targets
- It is important to identify also the sources of verification, where and how to find info, facts & figures necessary to verify –through KPIs- whether the plan objectives have been reached

Example

- Number of new destinations from the Global South included in the 23/24 overseas call for outgoing students (TARGET 3)
- Number of new initiatives developed adopting online platforms (TARGET 4 by end 2022)
- A new learning center established and operative with 4 courses by September 2024 (TARGET 4 courses)
- comparative results of student satisfaction questionnaire



Risks

- They are potential obstacles and what could prevent you from performing our action that is not in your control
- How we can overcome those risks?
- Is there any contingency plan?

Example

- Covid restrictions do not allow your students to move to a certain destinations
- Incoming students selected to come to your university do not have a stable online connection to participate to preliminary online activities before the departure



Exercise (1 hour)

- **Read the Action plan for internationalisation at Lund University, 19-21**
- **Identify Goals, Objectives, actions, Resources and responsibilities, KPIs and Timeframe**
- **Do you think all the objectives were correctly defined in relation to the actions?**
- **Try to specify KPIs according to 2/3 objectives**
- **Identify one objective that may be relevant also for your institution**



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