

# How to run an International Office

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TIGRIS project



# Where to start

**Vision Statement** describes the desired **future position** of the office:

- Become **leading international university**
- To be the **one stop service** centre in enhancing student and faculty mobility
- To become a **centre for internationalization** of the curriculum and the entire university environment

# Where to start

**Vision Statement** describes the desired **future position** of the office:

- To become an **active partner** in international networks, projects and activities
- to become **unique** nationally and internationally in the field of scientific research and cooperation with different universities
- To be a centre which **inspires and informs** students, equipping them with the knowledge and skills to engage effectively with local and global communities

# Where to start

**Mission Statement** defines the office's “**business**”, its objectives and its approach to reach those objectives.

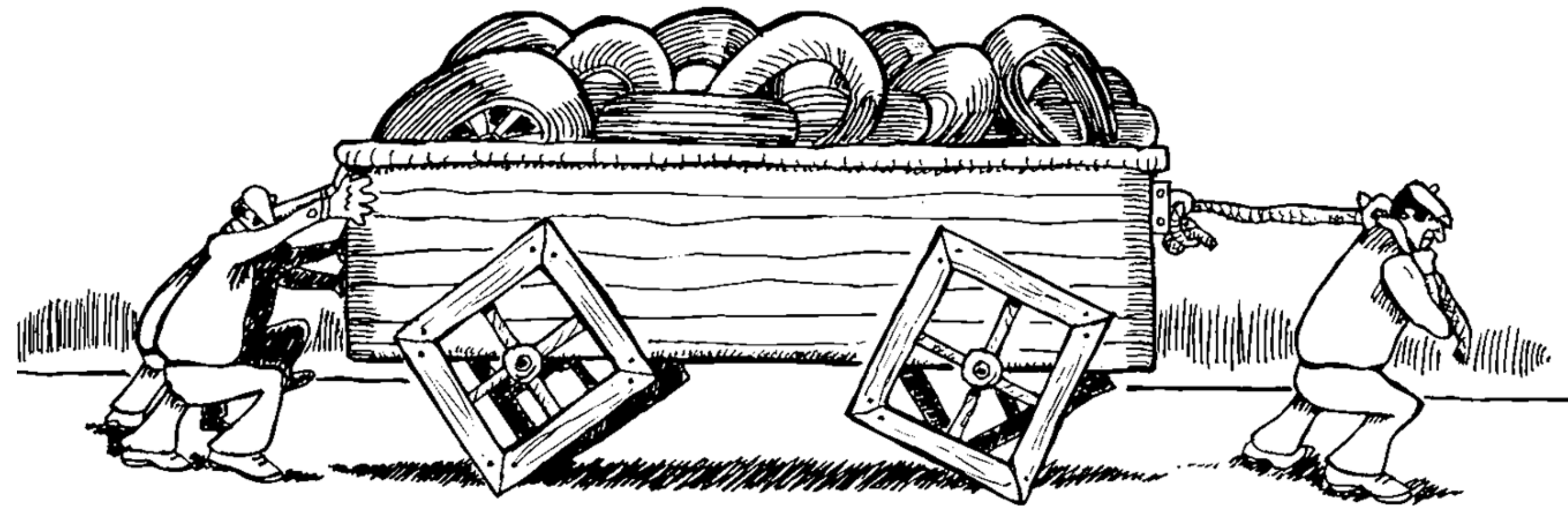
- provides **opportunities for students** to have international learning experiences that are academically **challenging**, professionally **relevant**, and personally **engaging**
- ensure that the study programs are **designed to enhance** the development of multicultural and global competencies **enormously valuable** in an increasingly interconnected world.

# Where to start

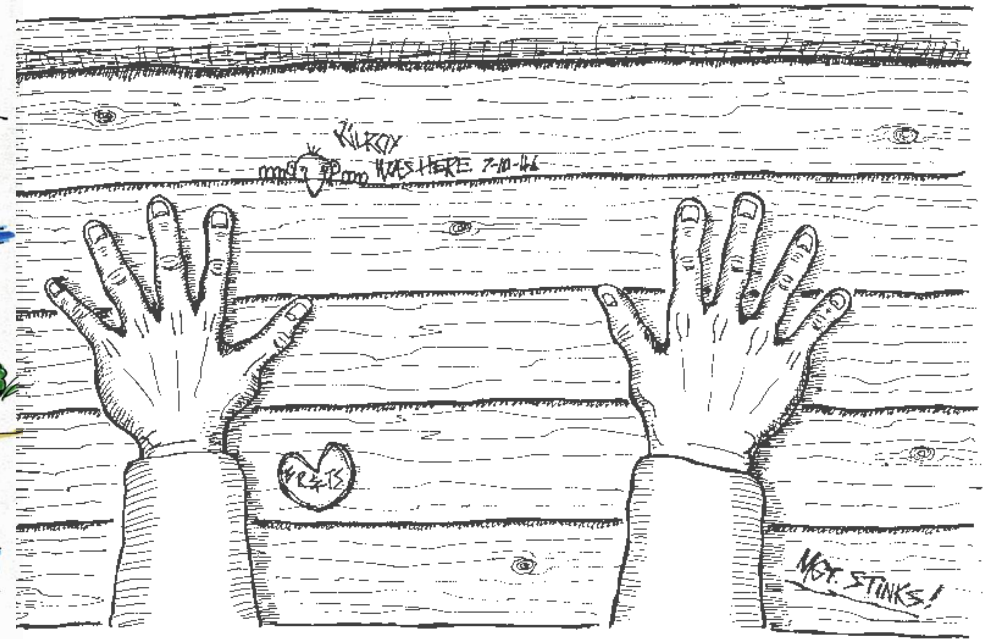
**Mission Statement** defines the office's “**business**”, its objectives and its approach to reach those objectives.

- to offer the **highest quality instruction** that supports current and potential university students, visiting scholars, and international student and scholar dependents at the University; to provide **teacher training programs** to the university community and beyond; and to **extend the reach and impact** of the University to the world through our programs.
- to provide **affordable opportunity to all students** and staff to have international and intercultural experience. To support an **methodologically guide the staff** in their international project activities and **manage international cooperation** of the university

# Status Quo



The view at the Front is NOT the same as the view from the Back of the wagon...





# Planning Cycle



# WHAT we need to know/have

- Strategy (vision + plan)
- Stakeholders (expectations)
- Structure (reporting lines)
- Funds (how much it costs)
- The Team
  - Staff
  - Skills
  - Systems (set up rules)
  - Style (communication)
- Why marketing should be part of the IRO

# Stakeholders – who they are

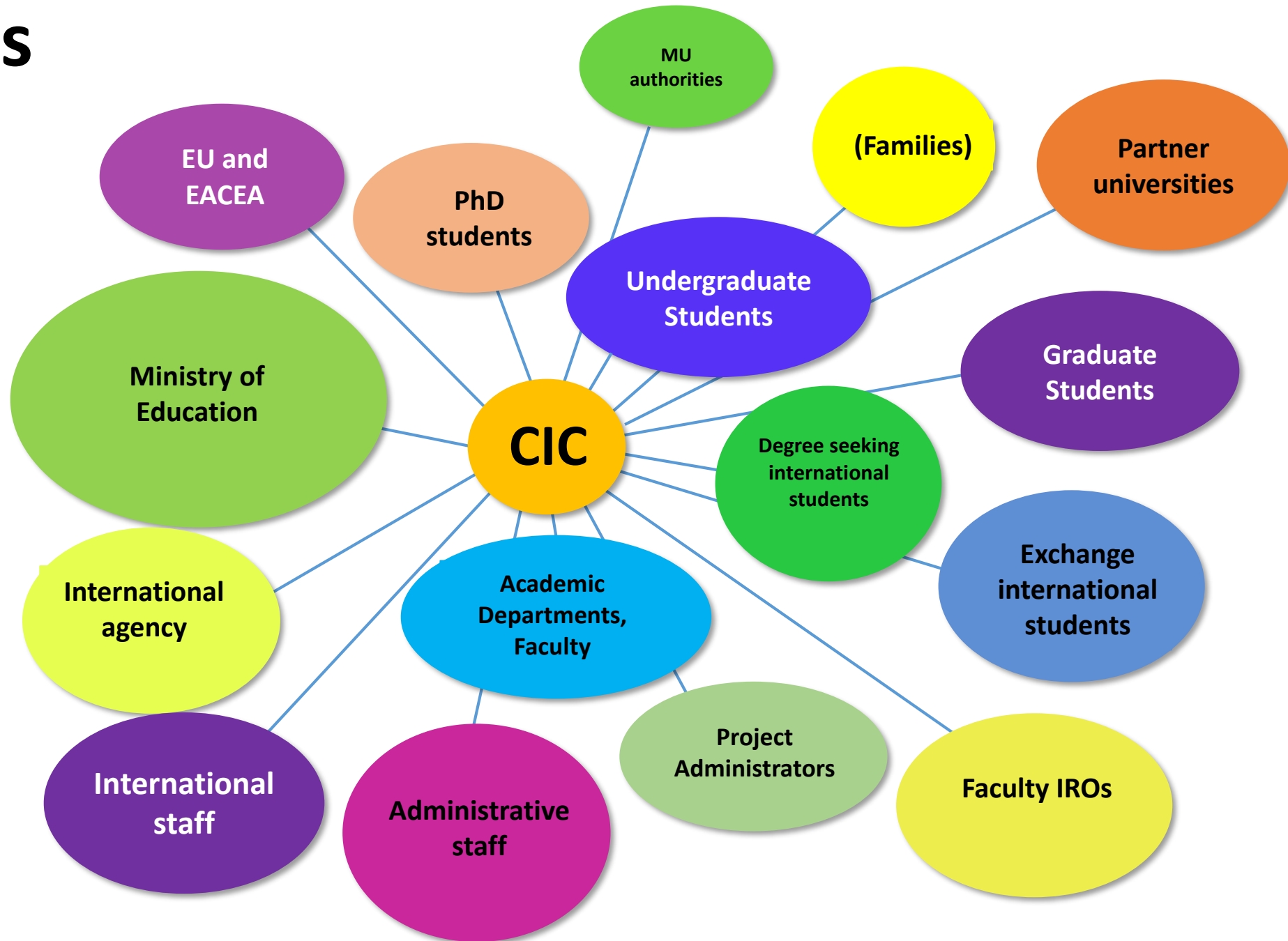
A person, group or organization that **has interest or concern** in the office.

Stakeholders can **affect or be affected** by the office's actions, objectives and policies

# Stakeholders – who they are

- Management
- Employees of the office
- Partners from other universities
- Students of the university
- Students coming for exchange
- Staff of the university
- Host professors
- Potential students
- Families of the students
- Alumni
- Local government
- Grant provider / Investors / Donors
- Government
- Society

# Targets



# Stakeholders matrix



Influence

## Meet their needs:

- Engage & consult on interest area
- Try to increase level of interest

## Key Players:

- Focus efforts on this group
- Involve in governance/decision making
- Engage & consult regularly

## Least important:

- Inform through general channels
- Try to increase level of interest

## Show consideration:

- Make use of interest through involvement in low risk areas
- Keep involved & consult on interest area
- Potential supporter/goodwill ambassadors

Interest

# Stakeholders analyses

Stakeholders:	Stakeholder's concerns:	Activities to please the stakeholder:
Managers	succession planning, growth, sustainable development, international recognition, ranking	SMART operation plan, reporting, mapping the opportunities to develop new partnerships/projects

# Goals and activities:

- Connect them to the **stakeholders** (target groups)
- What you want to achieve for the next **1-3 years**
- Sets up **SMART** goals:
  - **S**pecific or **S**imple
  - **M**easurable
  - **A**chievable
  - **R**ealistic
  - **T**ime-bound
- Helps you make **transparent decision**



# Structure:

- Based on your Stakeholders analysis
- Shows your **reporting lines**
- Defined the scope of your work – **your role**
- Defines your **authority and responsibility**
- What **kind of people/teams** you need

# Organization Chart International Office

## International Office

Director  
Dr. B. Schneider

### International Office

#### International Students

Admission  
Enrollment

Study Guidance

Social Counseling

Scholarship  
Advising

Support  
Services

Integration Measures/Programs  
Internationalization at Home

#### Dortmund Students

Study  
Abroad

International  
Internships

Scholarship  
Advising

### International Cooperation

University Cooperation

Faculty Cooperation

International Networks

Liason Offices

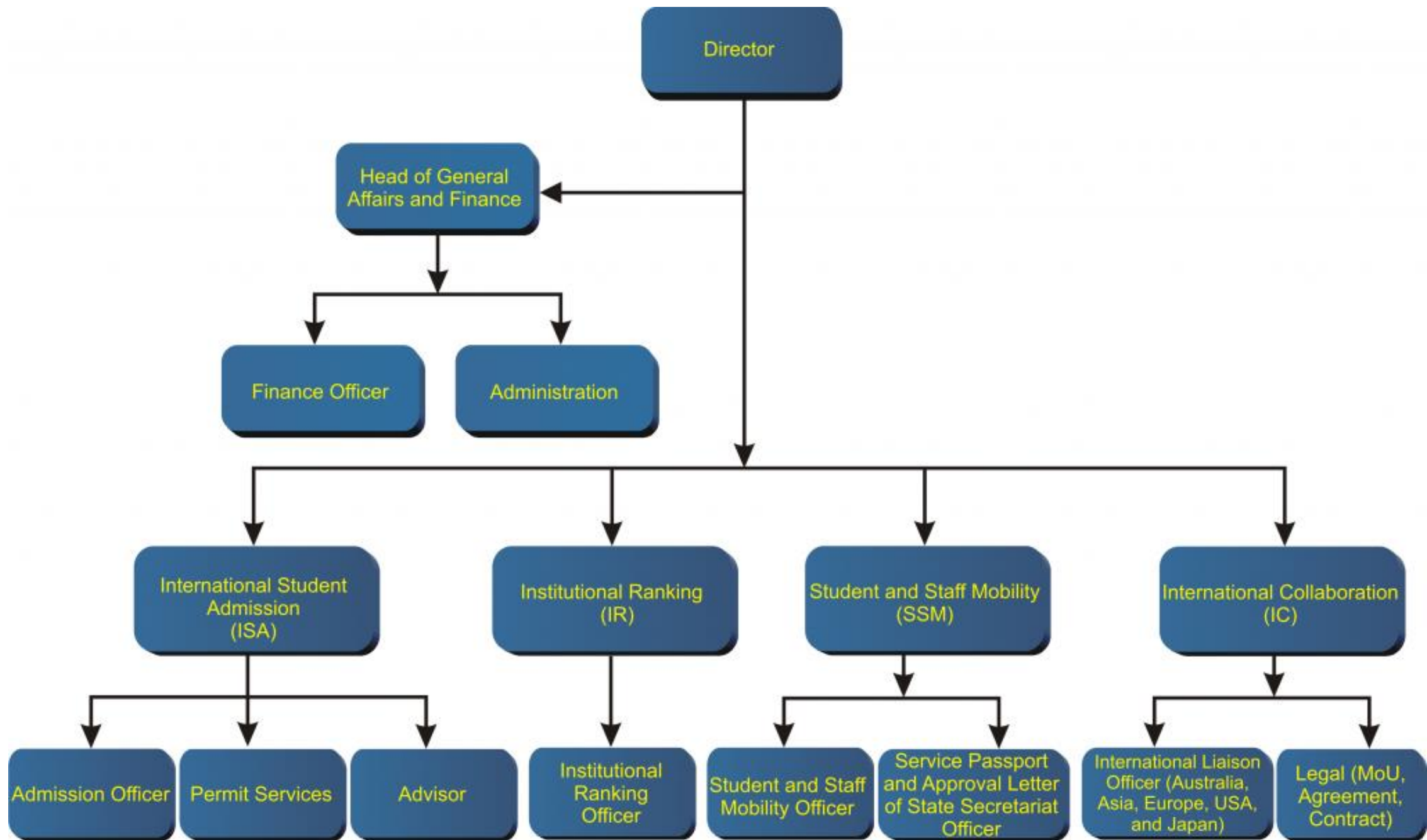
International Marketing  
(e.g. Study Fairs)

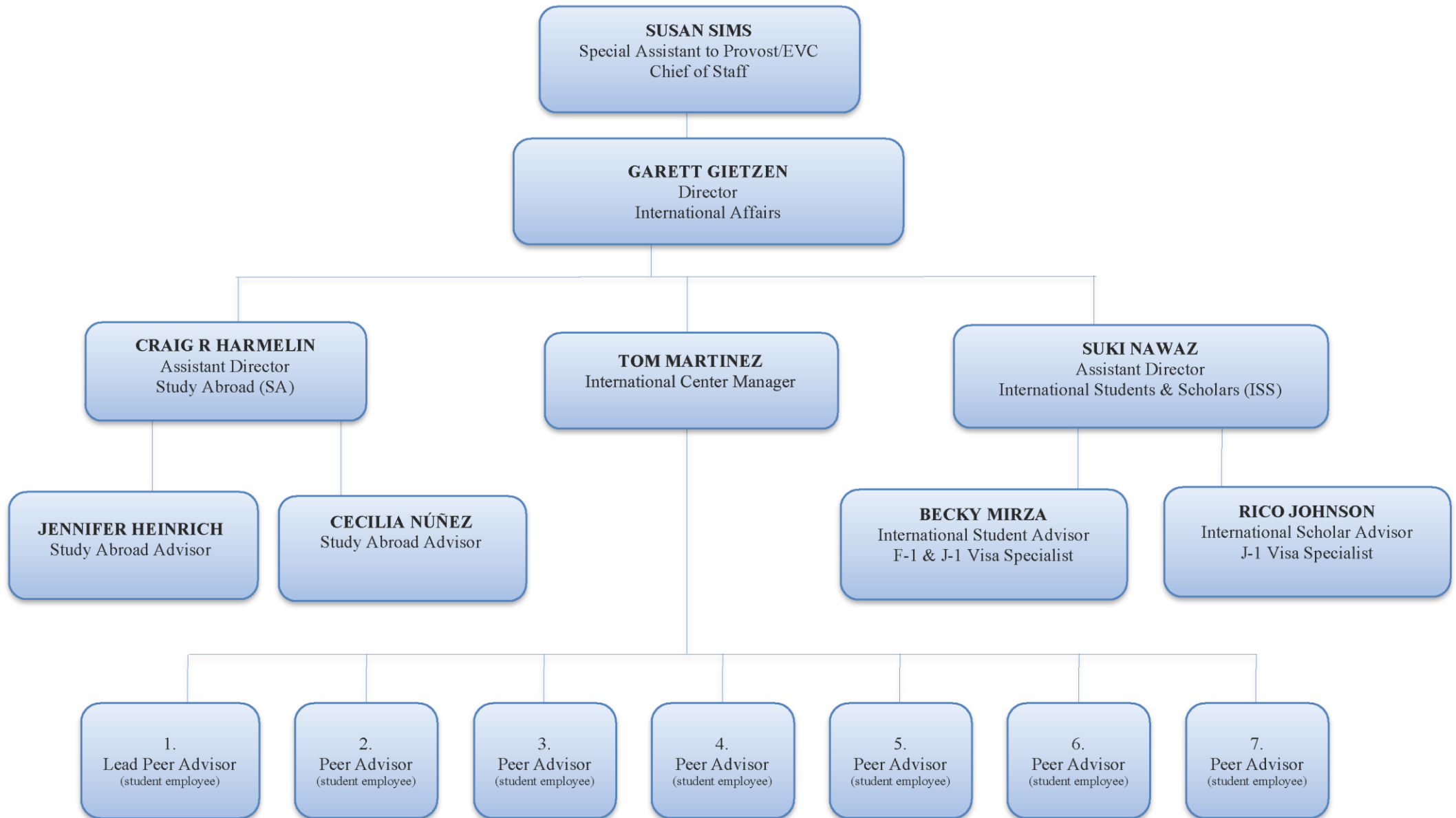
### International Meeting Center (IBZ)

International Events

Internationalization at Home

International Alumni

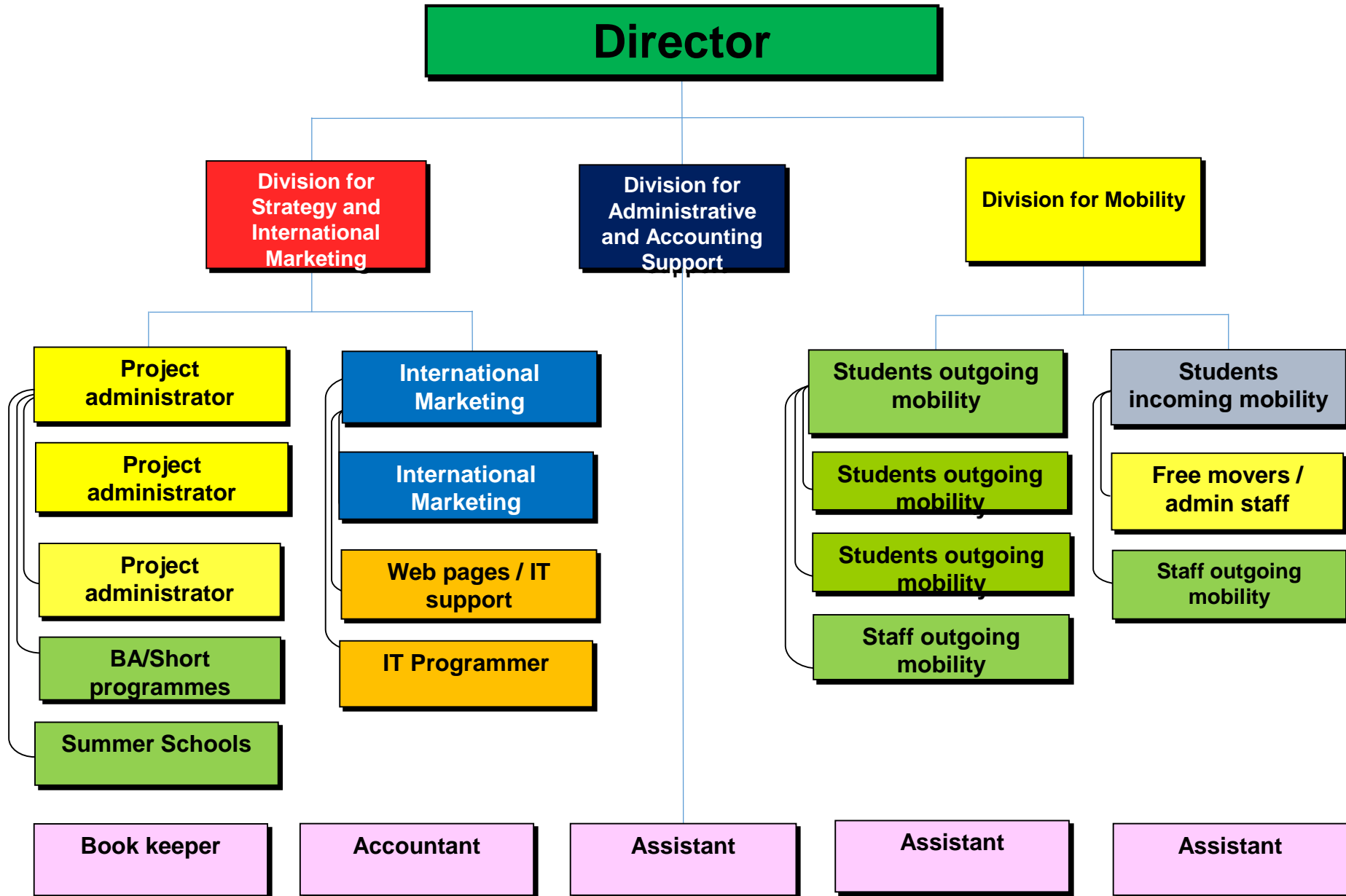




## Scope of activity of CIC

- International **mobility** of students, teachers and administrative staff
- Promotion, establishment and maintenance of **bilateral links** with foreign universities
- Preparation and running of **English language programmes** (short-term programmes/summer schools)
- **Project support** – consultation and advice (EU projects – Erasmus+; CEEPUS, AKTION etc.)
- **Promotion** of MU Abroad
- Development of **mobility databases** and IT support
- Activities of international university networks (Utrecht Network, Compostela Group of Universities)

# Organizational Chart CIC\_MU



# Ensure funding for the office

- Do you know the **full costs** of the office
  - **Direct** and **indirect** costs
- Different funding scheme
  - **Fully** supported by the university
  - **Partly** supported by the university (at least for the skeleton staff) but relying on project money
  - **Partly** supported by the university but relying on **own services**
- Scheme of financial management:
  - Budgetary **independent** office vs. **part** of the **rector's office**



**How  
many  
skills  
does the  
average  
adult  
have?**



# Staff – the most strategic decision

- Create a **functioning team**
- Identify the most **important skills** and duties required for each position
  - **Soft skills:** Communications, Motivation, Stress Management, Team Building, Change Management, intercultural awareness, presentation skills etc.
  - **Hard skills:** Scheduling, Staffing, Activity Analysis, Project Controls, Financial Management, Computer/Technology skills etc.
- Select the staff based on their skills and **ability to fit** the team
- **Motivate** and lead
- **Invest** into your TEAM

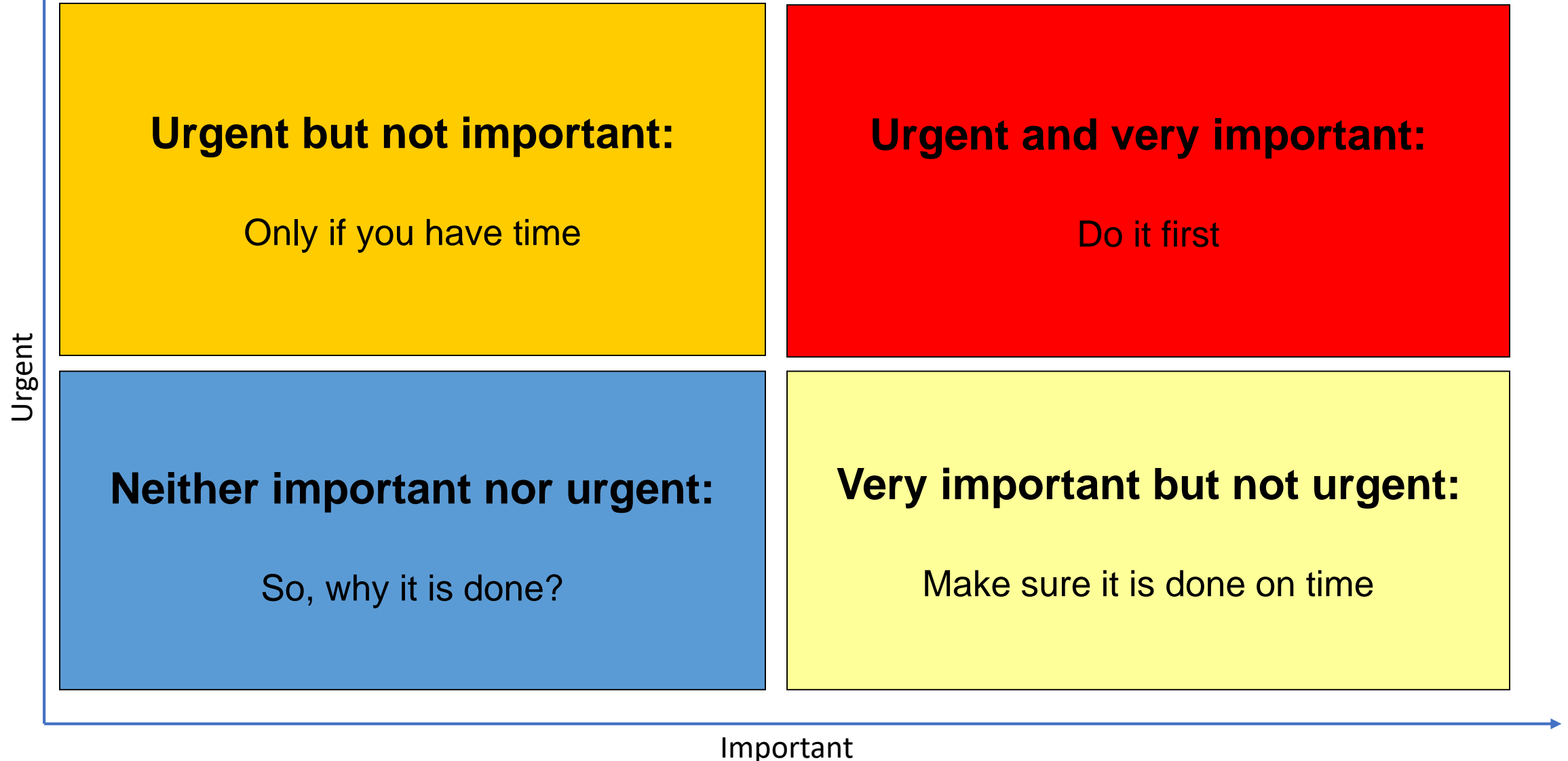
# Set-up rules and culture

- Makes the management **transparent** and **easier**
- Everyone **know what and when** to do:
  - “The Cider House Rules”:
    - Do your best
    - Whenever something goes wrong, it is my fault – cannot put the blame on someone else
    - All the email are answered within 24 hours
    - Stay on task without disturbing or distracting others
    - Respect other people’s differences and opinions

# Set rules for stress management

- Give clear instructions
- Triage:
  - Originally categorised broadly as:
    - Severely injured – don't waste scarce medical resources on them, just give painkillers
    - Injured – immediate treatment required
    - Slightly injured – can delay treatment
  - For management – identify the best/most appropriate use of scarce or limited resources so as to give maximum benefit in the time available

# Urgency matrix



# Communication strategy and channels:

Working in an international environment where different cultures mix it is necessary to set our own office **ethical code**

- Define the target groups and channels
- Make the rules clear
- Make sure everyone knows the communication etiquette
- Keep communication and information channels transparent
- create a friendly environment
- Consider whether meetings are the best solution

Audience	What they need to know	Key communication messages
Student	<ul style="list-style-type: none"> <li>✓ What we offer them</li> <li>✓ How to access the scholarship</li> <li>✓ Where to go for advice</li> </ul>	<ul style="list-style-type: none"> <li>• We provide useful, practical information and support</li> <li>• We are trustworthy and reliable</li> <li>• We put students first and value their opinions</li> </ul>
Staff	<ul style="list-style-type: none"> <li>✓ What we offer them</li> <li>✓ How to apply for support</li> <li>✓ Where to go for advice</li> </ul>	<ul style="list-style-type: none"> <li>• We provide a lot of opportunities and support</li> <li>• We are trustworthy and reliable</li> </ul>
Partners	<ul style="list-style-type: none"> <li>• How we can share experiences</li> <li>• How to access us</li> <li>• Get the information on time</li> <li>• Where to go for support</li> </ul>	<ul style="list-style-type: none"> <li>• We are professional</li> <li>• We are reliable</li> <li>• We work as a team</li> <li>• We value our partners</li> </ul>
University management	<ul style="list-style-type: none"> <li>✓ Ask for reports and statistics</li> <li>✓ Get the information on time</li> <li>✓ Have the goals been achieved</li> </ul>	<ul style="list-style-type: none"> <li>• We are responsible</li> <li>• We are reliable</li> <li>• We are accurate</li> </ul>
EACEA – the grant provider	<ul style="list-style-type: none"> <li>✓ Ask for reports</li> <li>✓ Where to find information</li> <li>✓ How well we are implementing the project</li> </ul>	<ul style="list-style-type: none"> <li>• We are responsible</li> <li>• We are trustworthy and reliable</li> </ul>

**Every day  
83 million  
people attend  
11.5 million  
meetings**

©2000 Ted Goff tedgoff@tedgoff.com <http://www.tedgoff.com>



"Congratulations! You've just  
been promoted to full-time  
meeting attendee."

# An average meeting

Some people have **62** meetings per month

- 83% -- Drifting off the subject
- 74% -- Questionable effectiveness
- 68% -- Lack of listening

During the meetings:

- 72% -- people do other work
- 47% -- consider meetings number 1 waste of time



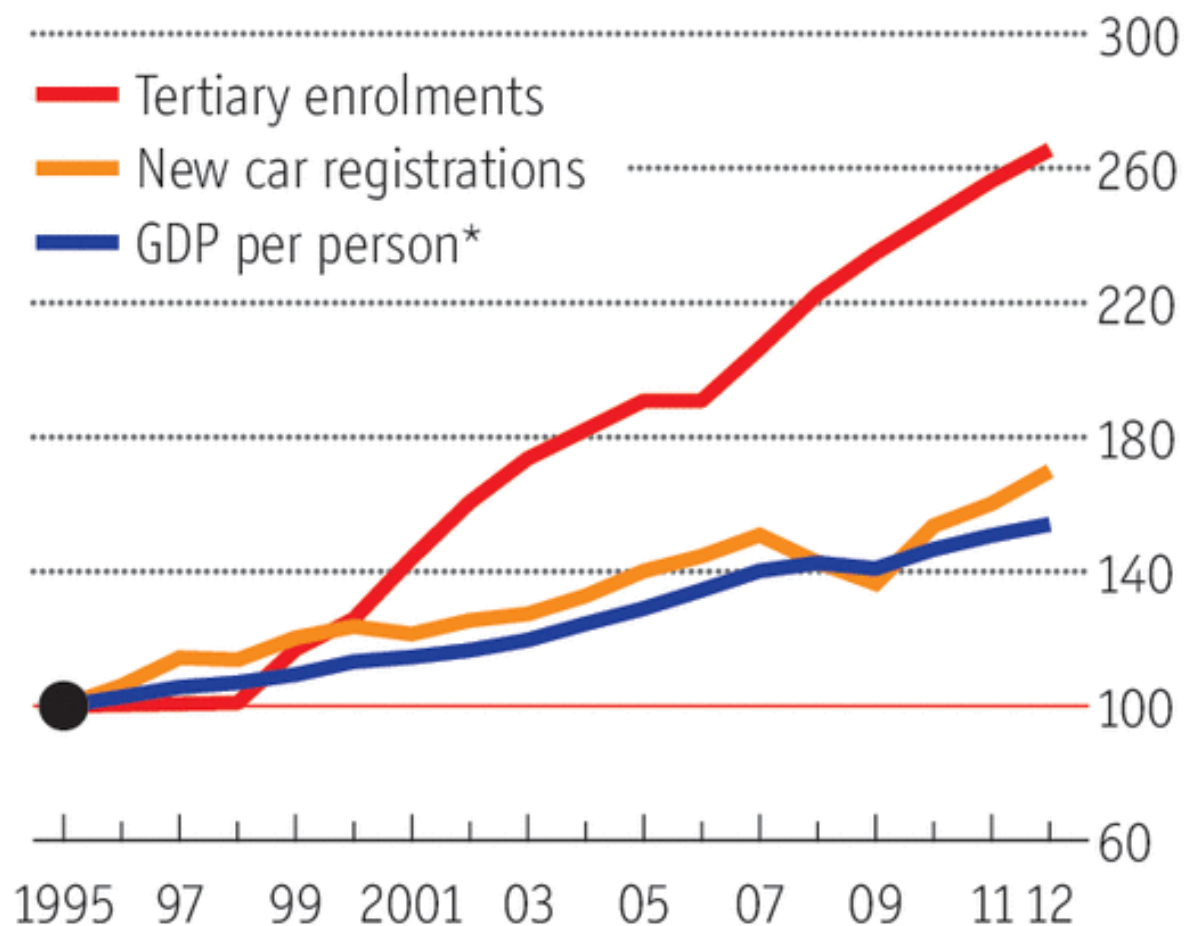




# Never mind the car, get the degree

1

Global, 1995=100



Sources: UNESCO; Economist Intelligence Unit; *The Economist*

\*At 2005 \$

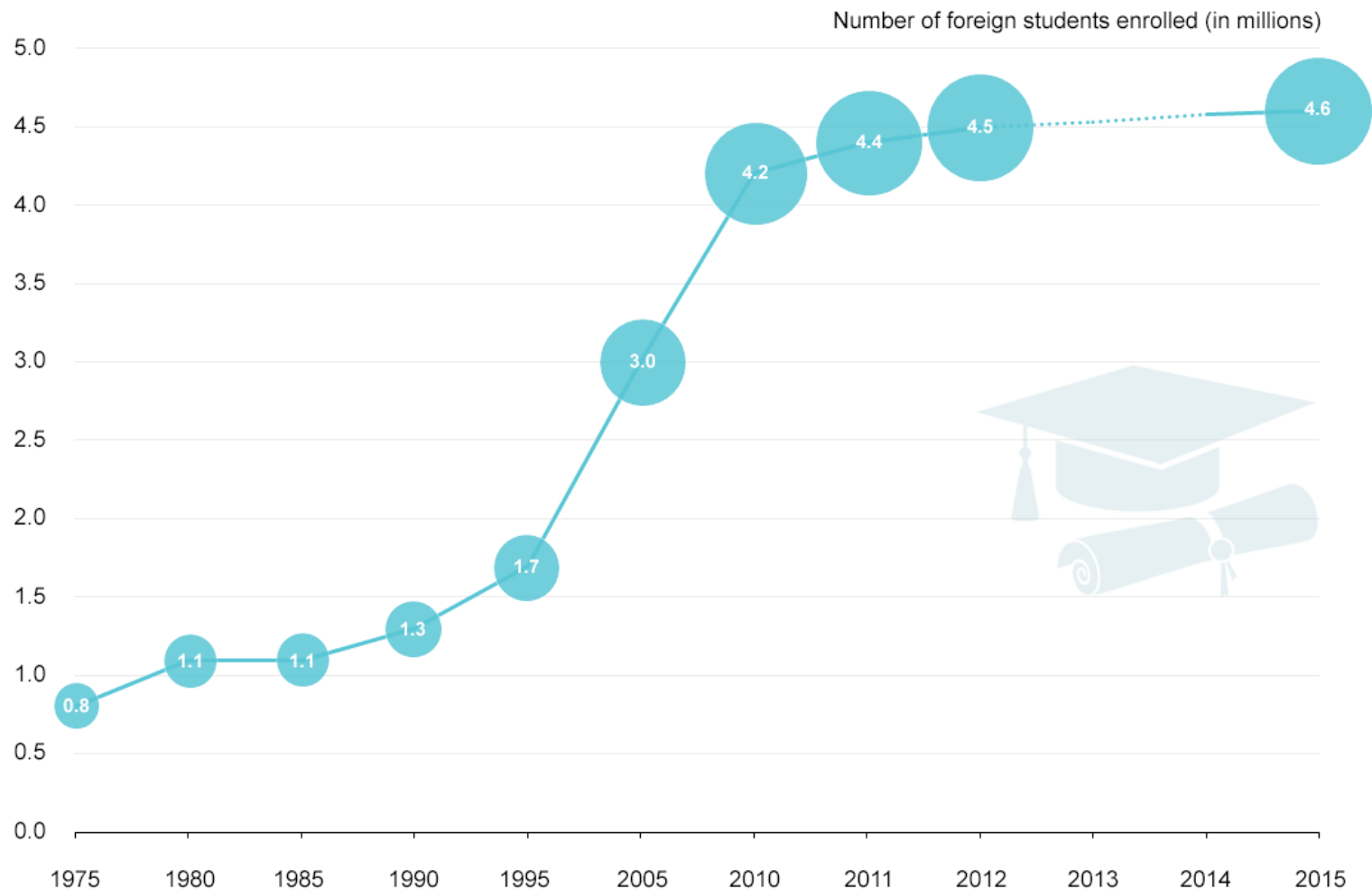
# University International Marketing concept

- attracting the best in a competitive environment
- the performance of activities designed to **plan, price, promote**, and direct the flow of the university's programmes and services to potential students or users in more than one nation for a profit.
- **“How are the people going to know what you’re offering and what you are good at, if you don’t tell them?”** (Hermans, Price and Van Vugt, 2004)
- Part of the strategy for internationalization



## Long-term growth in foreign enrolment in tertiary education worldwide, 1975-2015

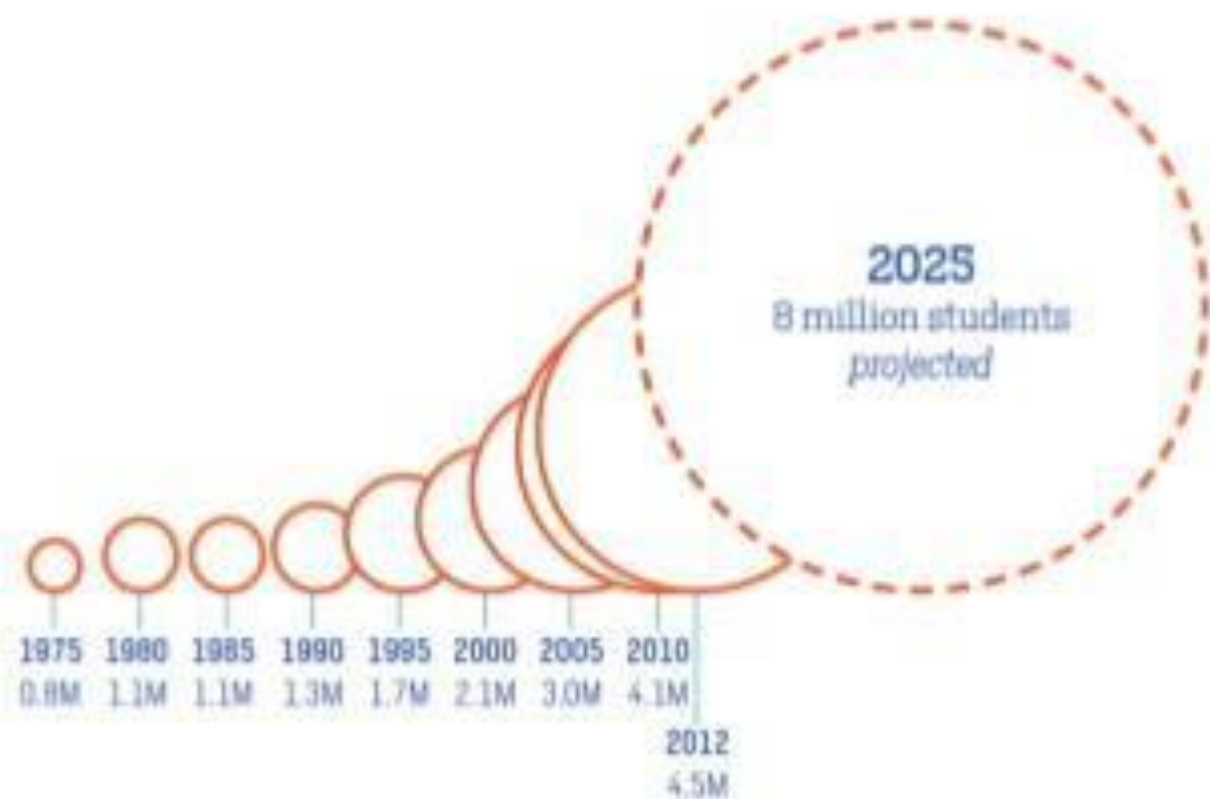
Total foreign students enrolled in tertiary programmes (millions)



Note: Data on foreign enrolment worldwide comes from both the OECD and the UNESCO Institute for Statistics.

Global student mobility is at an all-time high and will continue to grow

Long-term growth in the number of students enrolled outside their country of citizenship



NOTE: NOTE: International Students include degree-seeking and non-degree-seeking students.  
SOURCE: OECD, 2014. *Education at a Glance*. Figure retrieved from Institute of International Education, Project Atlas, 2015



## TOP TEN PLACES OF ORIGIN OF INTERNATIONAL STUDENTS



**60%** of international students

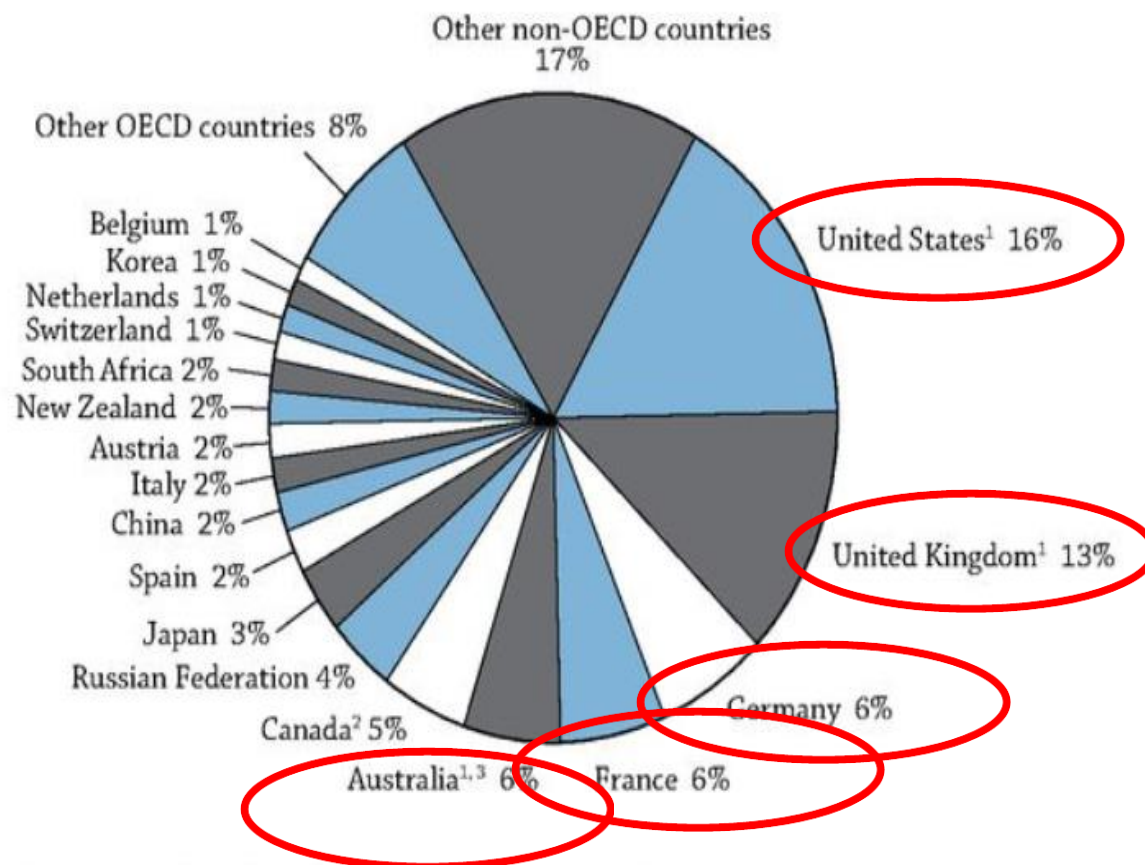
come from China, India, Saudi Arabia, and South Korea.

Open Doors is conducted by the Institute of International Education  
with the support of the Bureau of Educational and Cultural Affairs  
of the U.S. Department of State. Online at: [www.iie.org/opendoors](http://www.iie.org/opendoors)

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**Chart C4.2. Distribution of foreign students in tertiary education,  
by country of destination (2012)**

*Percentage of foreign tertiary students reported to the OECD who are enrolled in each country of destination*




1. Data related to international students is defined on the basis of their country of residence.

2. Year of reference 2011.

3. Student stocks are derived from different sources and therefore results are indicative only.

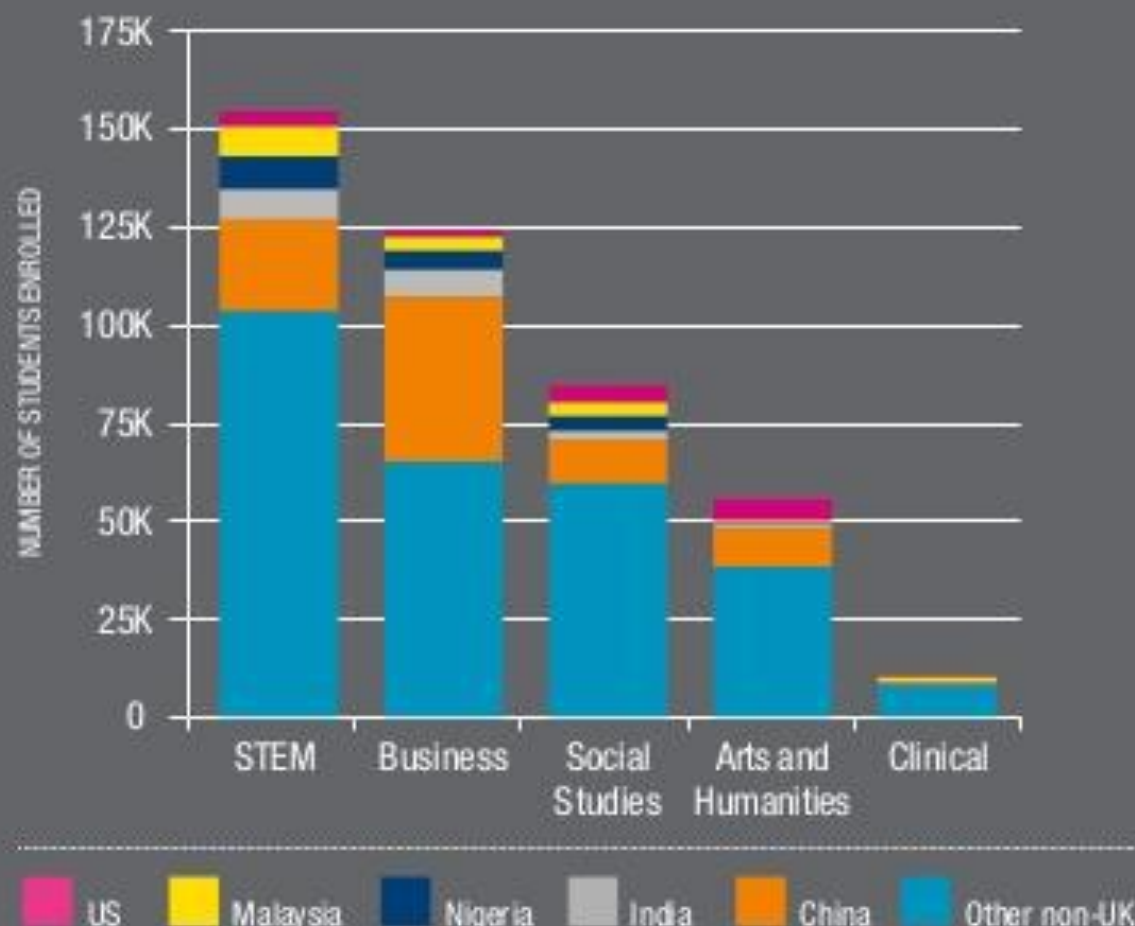
**Source:** OECD. Table C4.4 and Table C4.7, available on line. See Annex 3 for notes ([www.oecd.org/edu/eag.htm](http://www.oecd.org/edu/eag.htm)).

**StatLink**  <http://dx.doi.org/10.1787/888933118808>

## NON-UK STUDENTS BY SUBJECT CHOICE & DOMICILE

STEM subjects are particularly popular amongst Malaysian and Nigerian students. Business subjects for Chinese students, and Arts, Humanities and Languages for students from the USA.

SUBJECT AREA AND STUDENT DOMICILE





# Who Are the Most Internationally Mobile Students?

## Top 10 countries of origin:



**China** (712,157 students studying abroad)



**India** (181,872)



**Germany** (119,123)



**Republic of Korea** (116,942)



**France** (84,059)



**Saudi Arabia** (73,548)



**United States** (60,292)



**Malaysia** (56,260)



**Viet Nam** (53,546)

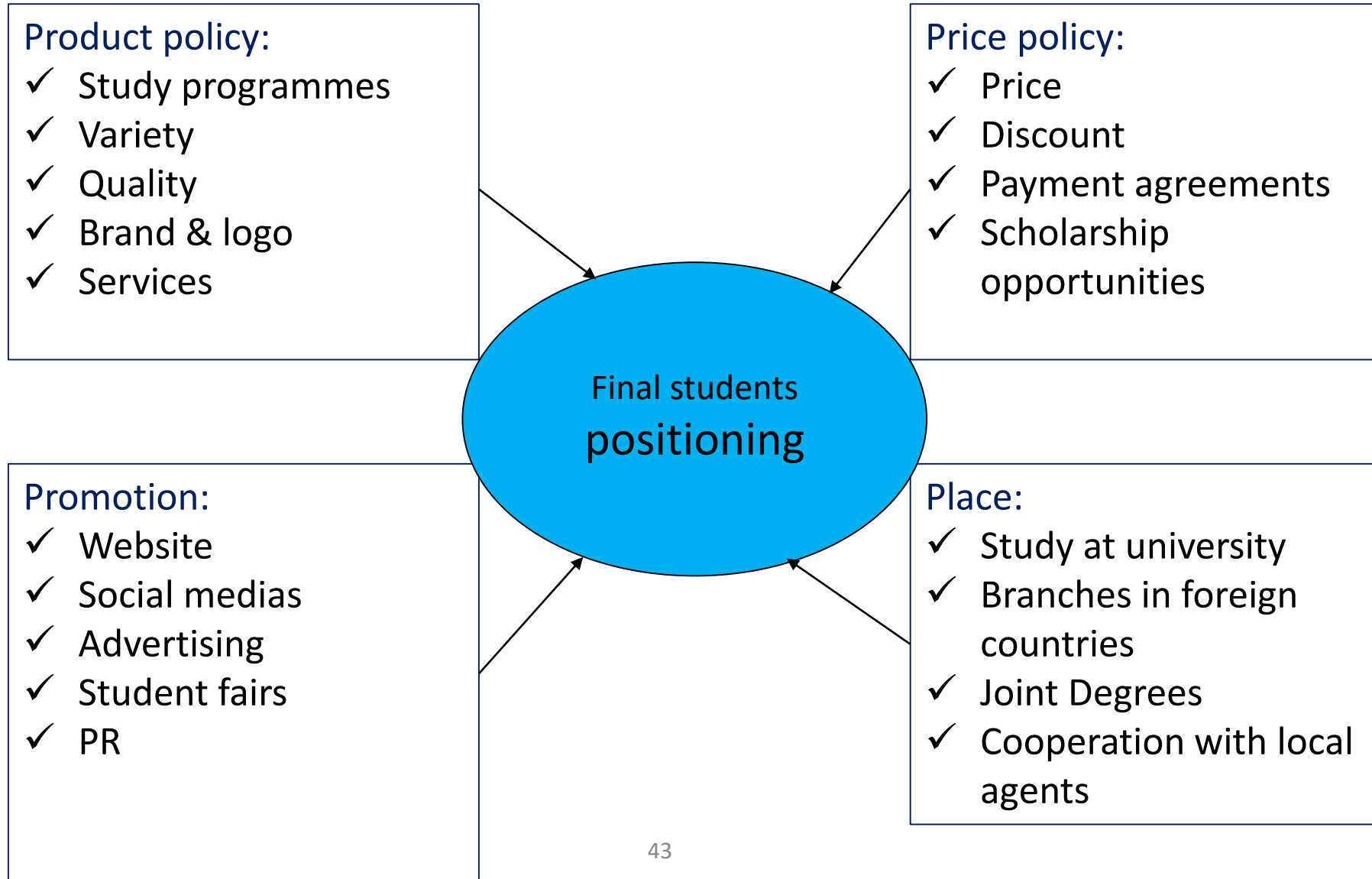


**Nigeria** (52,066)

# Do you know your market?

Discipline	Relative Interest							
	Benelux	Brazil	China	Kazakhstan & Russia	Scandinavia	Southeast Asia	United Kingdom	United States
Agriculture & Forestry	89.3%	91.7%	69.9%	42.4%	109.7%	125.6%	88.2%	99.4%
Applied Sciences & Professions	83.3%	65.4%	63.5%	36.5%	104.2%	112.3%	191.9%	127.4%
Arts, Design & Architecture	97.1%	165.1%	147.8%	118.9%	91.8%	99.6%	101.9%	112.3%
Business & Management	110.6%	108.8%	109.3%	116.8%	106.4%	118.6%	86.5%	89.4%
Computer Science & IT	85.3%	76.4%	86.1%	122.0%	95.5%	75.6%	66.2%	84.9%
Education & Training	95.9%	78.3%	165.9%	96.5%	94.3%	149.4%	167.1%	140.7%
Engineering & Technology	54.9%	100.3%	67.5%	72.1%	73.9%	82.0%	57.6%	63.0%
Environmental Studies & Earth Sciences	107.0%	137.7%	72.4%	71.1%	108.2%	118.1%	105.7%	105.1%
Hospitality, Leisure & Sports	107.5%	70.7%	59.0%	112.9%	128.8%	107.8%	114.4%	105.1%
Humanities	114.4%	88.8%	158.9%	148.4%	91.6%	91.3%	139.8%	193.1%
Journalism & Media	109.3%	149.2%	155.1%	176.3%	93.8%	103.5%	104.6%	108.6%
Law	153.3%	140.2%	77.8%	125.8%	111.0%	90.8%	148.6%	90.7%
Medicine & Health	79.6%	50.5%	53.7%	34.0%	96.0%	96.0%	158.4%	90.6%
Natural Sciences & Mathematics	79.2%	68.4%	92.7%	86.0%	94.5%	90.5%	92.7%	99.3%
Social Sciences	138.3%	101.0%	124.1%	107.6%	120.4%	98.9%	114.1%	129.1%

# 4 “P”s of the Marketing Mix



# To be taken into consideration

- **a list of programmes/courses offered** – attractive programmes that respond to international demand
- **quality services for foreign students** – accommodation, board, sport and leisure activities, language support, visa advice and health aid
- **the language** the courses will be in
- **visas**
- **price of courses**
- **a good scholarship policy**
- **welcoming environment**
- **+ support of the top management**

# Tailor-Make your Marketing Mix

## 4. Decide on your marketing instrument:

1. Ads | Online & Print
2. E-Mail Communication | Newsletters
3. Event Marketing
4. Fairs | Conferences
5. Folders | Brochures | Student Guides & Prospectus
6. Interactive Web Components | Social Media | Online
7. Movie & TV Spots | Radio
8. Multimedia Marketing
9. Search Engines | Directories
10. Personal Communication | direct & indirect
11. Placard | Poster | Banners | Postcards
12. Press | PR
13. Sponsoring
14. Telephone Advising
15. Website

# Institutional website

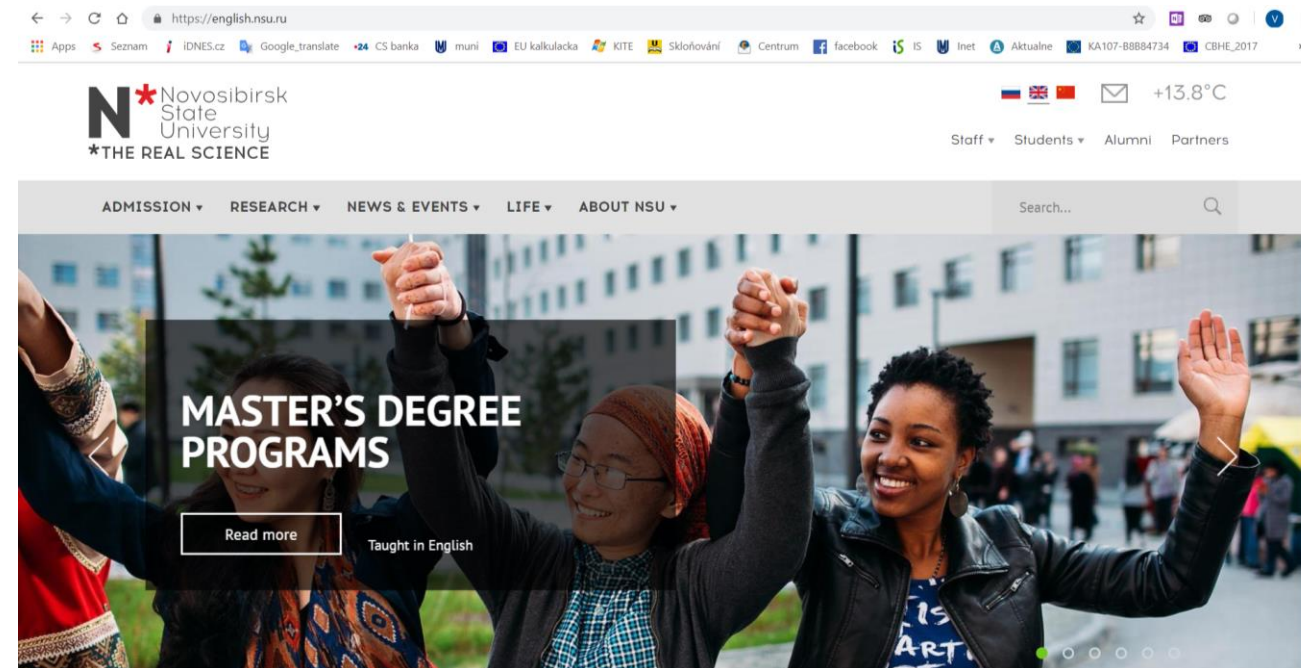
- the number one tool by far
- one promotional tool you can **not** afford to get wrong
- Extensive information – Application Guide (Visa, Scholarship or Tuition); Programmes, E-Application, Admissions.
- Local and English version – visually the same
- Content is not only translated but personalised for the target group



# QS-APPLE awards for international website

- Russia – Novosibirsk State University
- Singapore – German Institute of Science & Technology – Tum Asia Pte Ltd
- Philippines – Mapua University

Berkeley:  
<https://www.berkeley.edu/>



# Conclusions:

To run properly your IRO:

- Define clearly the scope of the office activities
- Consider your key stakeholders
- Make sure you will have enough resources (money, staff, space, support)
- Do not rely only on university funds
- Discover the power of the marketing



Thank you  
for your attention

Violeta Osouchová

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