Organizational Change and the Making of an Internationally Friendly University

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The Hague University of Applied Sciences in figures

- 25,000 students and 1,900 staff
- 7 faculties
- 11 English-medium bachelor degree programs
- 44 Dutch-medium bachelor degree programs
- 9 master’s degree programs
- 450+ exchange partners
- Strategic partnerships in Brazil, China (and Europe to follow)
Defining the Internationally Friendly University

The perspective from The Hague University of Applied Sciences

- Bilingual information for students and staff
- Organized support for students
- Supportive and culturally sensitive staff & faculty
- Curricula that have articulated their international dimension
- Teaching & assessment that intentionally address international diversity
Michigan State University - College of Education

- 193 int’l students from 34 countries
- Study abroad programs – undergraduate and graduate
- Partnerships, research and collaborative projects in a variety of countries
- Global educators cohort program in teacher education
- Number of internationally engaged faculty ???
Defining the Internationally Friendly University

The perspective from Michigan State University – College of Education

• Knowing what you have
• Definitions
• Offering support for international engagement
• Connecting people – students, faculty, staff – move beyond the “usual” suspects
• Integration on international perspectives in curriculum
• Play well with others
New York University

Founded in 1831, New York University is the largest private university in the United States. The University has degree-granting campuses in New York, Abu Dhabi, and Shanghai. Operates 11 global academic centers and research programs in more than 25 countries. New York University is also one of the largest employers in New York City, with more than 19,000 employees including 4,500 faculty.

Enrollment (2014)

Total: 57,245
Undergraduate: 24,985
Graduate and Professional: 24,289
Noncredit Programs: 7,971
NYC: 50,027
Defining the Internationally Friendly University

The perspective from New York University

- Seamless movement between sites
- Space to explore global issues
- Exceptional service leading to student success
Organizational Culture

Strategy

Structure

Operations

External Environment

Guiding force

Operationalization

Sys & Processes

Market

Compliance

Double-loop learning

Single-loop learning

Performance assessment

Legitimacy

Adapted from Dauber et al. (2012). A Configuration Model of Organizational Culture.
The Making of an Internationally Friendly University

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Drivers of change:

A new organizational philosophy

A new strategy

A new structure
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Organizational philosophy

FROM:
Autonomous & separate schools
Central services communicate top down
No learning organisation

TO:
A networked university
Central services facilitate
Balancing interaction, connection & inspiration with monitoring, measuring & control
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The Hague University of Applied Sciences

Strategy of Internationalization

FROM:
A separate policy area
Top down
Quantitative approach and prescriptive

TO:
Internationalisation linked to Global Citizenship & Networking
Qualitative: Compass
Inspiring: most international UAS in 2020
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The Hague University of Applied Sciences

Organizational structure

**FROM:**

15 academies

Diverse support administrative offices in academies

8 central service units

**TO:**

7 faculties

With similar support offices & structures

5 central service units

Support organized close to primary educational processes
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Systems and Processes

Structure follows strategy:

New Team Internationalization

New faculty-wide internationalization platforms

Internationalization Co-ordinators in all faculties
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Result: Catalyst for change

Unrest & confusion

Opportunity & Energy:
Let’s change
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Towards an internationally friendly university

For faculty

• Transparency in internationalization governance
• Staff development programs in internationalization
• Making internationalization intentional: learning outcomes in curricula
• Collaboration across programs & faculties

For students

• Meaningful internationalization in programs
• Co-creation with students
• Shared extra curricular events
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**Lessons learned**

• Seek balance between top-down & bottom-up:
  • Help roll out the carpet

• Provide inspiration on the rationale for internationalization

• Anticipate & organize support in parallel with the strategy: not an afterthought

• Have your guardians in place!
The Making of an Internationally Friendly University
Michigan State University – College of Education
Michigan State University – College of Education: Organizational Culture

- Decentralized within the college
- Embedded in large, decentralized institution
- Long history and valuing of international engagement
- Long history of involvement of international and comparative work
- Valuing research
Michigan State University – College of Education: Strategy

- Defined thematic priorities in education
- “Infusion” approach – curriculum
- History of faculty-led study abroad
- Creation of global educators cohort
- Recognition that graduate students need international perspectives/opportunities too
- Stronger connecting with central Office of Study Abroad
- Need – clear international strategy
Michigan State University – College of Education: Structure

• Changing role/staffing/organization of international office

• Rigid undergraduate curriculum

• Education abroad advising/opportunities exist in multiple places

• Differing faculty profiles in departments – challenge for greater involvement
Michigan State University – College of Education: Systems & Processes

- Looking at other study abroad models in addition to faculty-led
- Conversations with teacher ed faculty related to student teacher mentoring
- Additional staff member with greater role in support for study abroad
- Working to make in-roads on student concerns to participate in study abroad
Michigan State University – College of Education: Lessons Learned

• Know your history.
• Structure matters – requires strong, intentional connecting
• Importance of regularly revisiting the way things are, such as study abroad participation
• Need for college-level international office to be a great connector (in college, across university, externally), resource, and tone setter.
• Importance of how people identify in connecting internationalization beyond the “usual suspects.”
The Making of an Internationally Friendly University

New York University
New York University

**NYU Strategy**

- PROPOSED: NYU INTERNATIONAL STUDENT SUPPORT CENTER
- Centralized coordinated clearing house of resources for students
- Assist international students in adjusting to U.S. education system and navigating the complexities of NYU
- Support domestic and international students in the development of cultural sensitivity and awareness towards each other
New York University

NYU Culture

• Physical Space: Lounge for students to meet, study, relax and tutor
• On-campus Employment Resource for Int’l Students
• Robust Pre-arrival Orientation (including webinars to prepare for transition)
• Academic English tutoring, Enhancement Workshops and U.S. Classroom experience and expectations
• Social Programming & Support including home-stay opportunities and learning trips in break
New York University

NYU Culture

• International Freshman sendoffs
• On-campus Employment Resource for Int’l Students
• Robust Pre-arrival Orientation (including webinars to prepare for transition)
• Academic English tutoring, Enhancement Workshops and U.S. Classroom experience and expectations
• Social Programming & Support including home-stay opportunities and learning trips in break
New York University

NYU Culture

• International Student Support Group, Alumni Network, President’s council for International Student Clubs

• Practical matters: Translation Services, phone interpretation for parents, written translation, Health & Wellness

• Health Promotion Office, Off-campus Housing

• Finance: Resources for tax preparation
New York University

**NYU Structure**

- Decentralized Structure
  - 17 schools
- OGS (Global Services)
  - 1,248 Scholars
  - 4,348 Outbound students
  - 15,543 Inbound International Students
- Faculty support
  - Over 100 faculty abroad
- OGS Staff Count – 42 (including myself)

New York University

**NYU Systems & Processes**

- Fulfilling the fiscal needs of the university
- Maintaining the high quality of educational instruction (rankings)
- Supporting the flow of students throughout the various campuses
- Assessment of retention rates and satisfaction of students
- Efficiency in operations, StudentLink Center
New York University

Lessons Learned

• Importance of Collaboration
• University wide Buy-in
• Service, Service, Service
• Excellent and Timely Communication
• Evaluation and Assessment
Reflection

Using an example that is fresh in your mind...

• How does the environment affect “international friendliness” at your institution?
• What organizational structures have helped your institution become more internationally friendly?
• Can you share examples of systems and processes that help your institution become more internationally friendly?
• What has been useful and relevant feedback for assessing your institution’s “international friendliness”?
• Any implication(s) of the international environment on the organizational culture at your institution?
Reference

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