

University of Ljubljana

**University Internationalization
Strategy Development Workshop**

June 2020

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Workshop Coordinator

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Workshop Information

- **Goal**
 - the goal is not to formulate the internationalization strategy but rather to show participants how to do that
- **Methods**
 - short introduction into each step of strategy development
 - participants use the knowledge and build the elements of the strategic document step by step
 - materials: slides and templates
 - assumption: 3 universities → 3 groups → 3 strategic documents
- **Schedule**
 - Tuesday, 16 June, and Thursday, 18 June, at 9am
 - time slots of 90 minutes, followed by 10 minutes breaks

University Internationalization Strategy

- **What does an internationalization strategy in higher education usually include?**
 - promoting research cooperation with foreign researchers
 - active engagement of excellent foreign researchers and domestic researchers working at recognizable foreign schools
 - increasing the number of quality partner exchange schools
 - increasing student exchanges as a result of new and strengthened international agreements
 - education for students to work in international groups
 - expanding the implementation of study programs in target foreign markets
 - implementation of activities for intensive marketing of study programs in target foreign markets
 - internationalization of alumni

University Internationalization Strategy

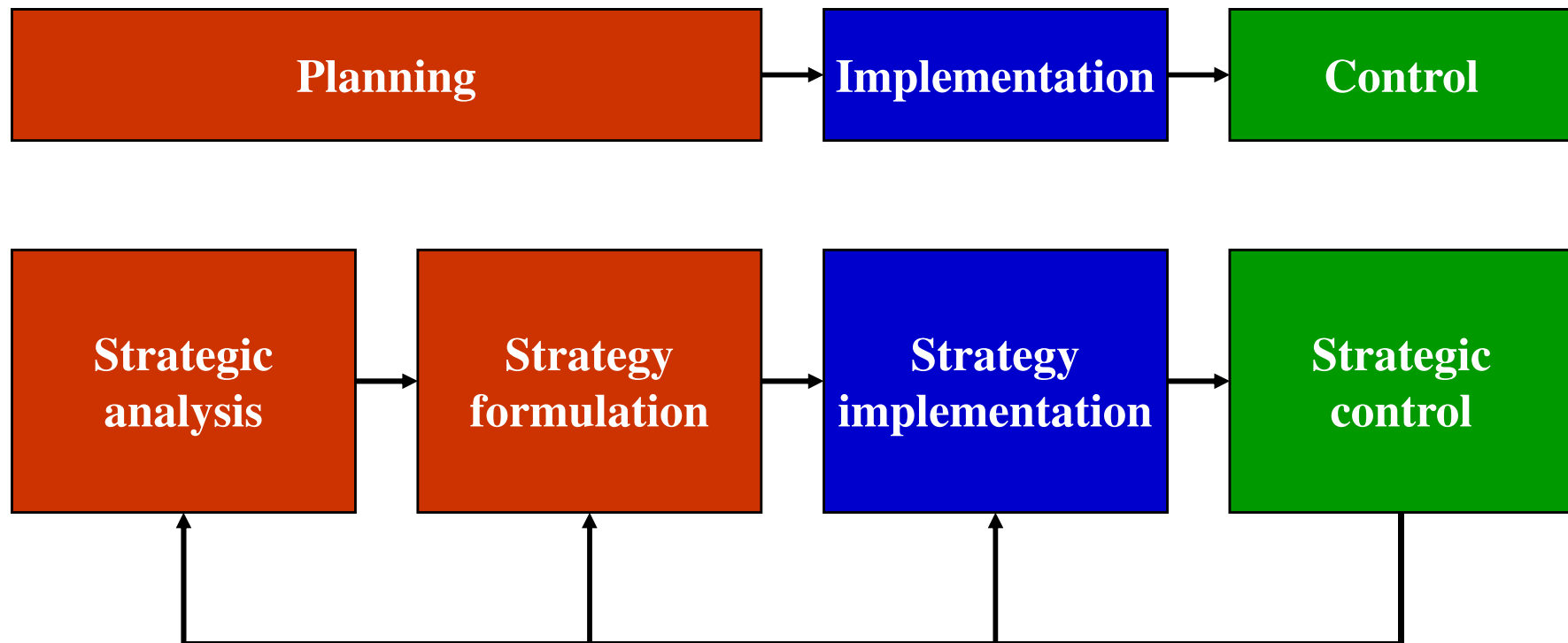
- **How should a strategic document be structured?**
 1. Introduction (methodology of strategy development)
 2. Analysis of the external environment of the university
 - 2.1. Trends in the general external environment
 - 2.2. Relevant developments in target markets
 - 2.3. Relevant factors in the field of higher education
 - 2.4. Partner and competing universities
 - 2.5. Expectations of external stakeholders (e.g. the government)
 3. Analysis of the internal environment of the university
 - 3.1. Employees' satisfaction and expectations
 - 3.2. Students' satisfaction and expectations
 - 3.3. International position of the university (accreditations, ranks)
 - 3.4. General internationalization indicators
 - 3.5. Success in achieving existing strategic goals

University Internationalization Strategy

- **How should a strategic document be structured?**
 4. Summary of the external and internal analysis and definition of the elements of the university's competitive advantage
 5. Mission, identity and values of the university
 6. Vision and strategic goals of the university
 7. Development of the university's internationalization strategy
 - 7.1. Strategic map
 - 7.2. Overview of key strategic activities, responsibilities and resources
 - 7.3. The impact of the strategy on competitive advantage
 8. Implementation of the university's internationalization strategy
 - 8.1. Performance indicators for monitoring strategy execution
 - 8.2. Projects and measures by individual strategic areas
 - 8.3. Strategy communication plan

Strategic Management Process

- **Strategic management model (general overview)**
 - based on three basic phases of management we derive four basic phases of strategic management



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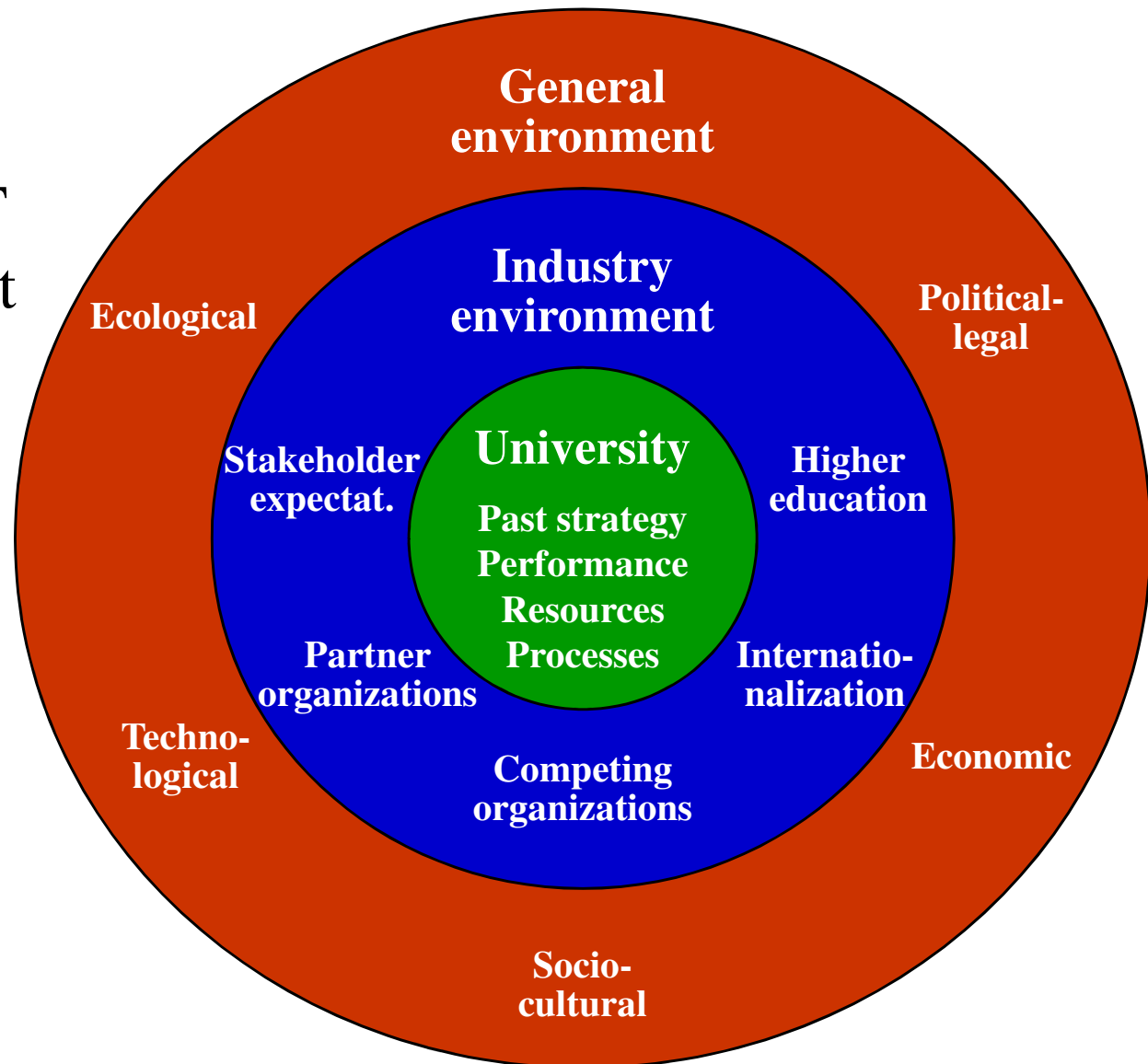
**University Internationalization
Strategy Development -
Part 1: Strategic Analysis**

June 2020

Prof. dr. Tomaž Čater

Analysis of External Environment

- **Two layers of environment**
 - general (PEST analysis, target markets)
 - industry (higher education, partner and competing universities, stakeholders' expectations)



General Environment

- **PEST, PESTLE/PESTEL analysis (four to six elements)**
 - political-legal
 - economic
 - sociocultural
 - technological
 - ecological (different treatments of this force)
- **Relevant developments in target markets**
 - country by country
 - the most relevant target markets should be included
- **See Templates 1 and 2**

Criteria examples <ul style="list-style-type: none"> • current vs. future legislation • international legislation • taxation laws • antitrust laws • foreign trade laws • environmental protection laws • laws on hiring and promotion • (de)regulation philosophies • regulatory bodies and processes • government policies • government term and stability • funding, grants and initiatives • domestic/foreign pressure-groups • wars and conflicts 	POLITICAL-LEGAL <ul style="list-style-type: none"> - Increasing political pressure for partial privatization of higher education 	ECONOMIC <ul style="list-style-type: none"> - Raising unemployment level 	Criteria examples <ul style="list-style-type: none"> • general economic trends • domestic vs. foreign economies • gross domestic product • unemployment levels • inflation rates • money supply • currency exchange rates • interest rates • trade deficits or surpluses • budget deficits or surpluses • business savings rates • personal savings rates • wage/price controls • Taxation
Criteria examples <ul style="list-style-type: none"> • demographics • changing household composition • lifestyle trends • media and publicity • attitudes about quality of worklife • work and career expectations • workforce diversity • consumer buying patterns • consumer activism • major events and influences • ethical issues • ethnic/religious factors • attitudes towards “foreign” • concerns about environment 	SOCIO-CULTURAL <ul style="list-style-type: none"> - Increasing ethnic and cultural diversity of population 	TECHNOLOGICAL <ul style="list-style-type: none"> - Increasing internet coverage in rural areas 	Criteria examples <ul style="list-style-type: none"> • maturity of technology • available replacement technology • competing technology development • associated/dependent technologies • research funding (state, private) • technology legislation • information and communications • global communications • innovation potential • technology access • licensing • patents • intellectual property issues

Country	Opportunities	Threats	Strengths	Weaknesses
Russia	<ul style="list-style-type: none"> - Many potential students - High prices of programs 	<ul style="list-style-type: none"> - Instability and political exposure - Differences in culture, language and laws 	<ul style="list-style-type: none"> - "Slavic" ties and the tradition of connecting with Russia - Accreditations 	<ul style="list-style-type: none"> - Limited resources
Country 2				
Country 3				
Country 4				
Country 5				

Industry Environment

- **Relevant factors in the field of higher education**
 - comparison with other countries if possible
- **Partner and competing universities**
 - carefully choose relevant universities to compare with
- **Expectations of external stakeholders**
 - stakeholders are individuals and/or groups who can affect, and are affected by, the strategic outcomes achieved and who have enforceable claims on an organization's performance (e.g. students, government, employers, companies, non-for-profit organizations, host communities)
 - what do they expect and do we meet their expectations?
- **See Templates 3, 4 and 5**

Country	Share of enrollment in tertiary education (% of population)		Expenditure per student (% of GDP per capita)		Investment in research and development (% of GDP)		Number of researchers per million population	
	2019	2016	2019	2016	2019	2016	2019	2016
Montenegro								
Country 1								
Country 2								
Country 3								
Country 4								
Country 5								
Country 6								

Variable	Home university	University 1	University 2	University 3
No. of. students: - full time - part time				
Study levels (1, 2, 3)				
Executive education (Y/N)				
No. of international agreements				
No. of double degrees				
% of international students				
Summer school (Y/N)				
International accreditations (e.g. EQUIS, AACSB)				
University rankings (e.g. FT, CWTS, ARWU)				
No. of employees: - academic - non-academic				
Annual budget (EUR)				
Annual budget per student (EUR)				
Annual budget per employee (EUR)				
No. of publications by WOS categories 2016-2020: - total - economics and business - engineering ...				
Citations by WOS categories 2016-2020 (no., h-index): - total - economics and business - engineering ...				

Stakeholder group	What do they expect from us?	Do we meet their expectations (yes, partly, no)?	Comments
1. Students			
2. Government			
3. Employers			
4. Companies as partners			
5. Non-for-profit organizations as partners			
6. Host communities			
7. ...			
8. ...			

Analysis of Internal Environment

- **Employees' satisfaction and expectations**
 - annual satisfaction survey summary
- **Students' satisfaction and expectations**
 - annual satisfaction survey summary
 - students as internal or external stakeholder group?
- **International position of the university (accreditations, rankings)**
 - examples of popular university rankings: ARWU (Academic Ranking of World Universities), CWTS (Leiden Ranking by Center for Science and Technology Studies), etc.
- **General internationalization indicators → see Template 6**
- **Success in achieving existing strategic goals → see Template 7**

School	No. of long-term agreements	Incoming students			Outgoing students			Incoming academics		Outgoing academics	
		Available positions	Realized positions	% of realization	Available positions	Realized positions	% of realization	Number	No. of days	Number	No. of days
1. Faculty of ...											
2. Faculty of ...											
3. Faculty of ...											
4. Faculty of ...											
5. Faculty of ...											
6. Faculty of ...											
7. Faculty of ...											
8. Faculty of ...											
9. Faculty of ...											
10. Faculty of ...											

Goal	Success in achieving the goal
Goal 1: The share of the value of international research projects will be at least 20%	We have not yet reached the goal (in 2016-2020 the share is 16.2% and is higher compared to the period 2012-2016)
Goal 2: The average share of foreign students (enrolled and in exchange) in programs without a legal limit on the shares of foreigners will be at least 30%	We have not yet reached the goal (nevertheless, the share of foreign students is increasing every year and is currently 25.4% in 2019/2020)
Goal 3: The share of programs in English will be at least 40%	The goal was achieved and exceeded (the share in 2019/2020 is 60.7%)
Goal 4: The share of graduates with international experience (exchange, internship abroad, participation in summer school, etc.) will be at least 30%	The goal was achieved and exceeded (the share in 2019/2020 is 42.0%)
Goal 5: The share of foreign lecturers in top management programs will be at least 30%	We have not yet reached the goal (the share in 2019/2020 is 14.0%)
Goal 6:	
Goal 7:	
Goal 8:	
Goal 9:	
Goal 10:	

SWOT Analysis

- **Defined**
 - = analysis of an organization's strengths, weaknesses, opportunities and threats from the aspect of their present and future impact on the organization's performance
 - = the only truly comprehensive (holistic) analysis of an organization and its environment
- **Two approaches**
 - can be performed as a detailed independent analysis → structured or unstructured approach
 - when performed after a detailed external and internal analysis (as in our case), it can be viewed as a summary of previous strategic analyses → unstructured approach → **see Template 8**
- **Applicability**
 - all types of organizations / units / individuals

Criteria <ul style="list-style-type: none"> • exists in the organization (is a factor internal to the organization) • has positive influence (is likely to have positive contribution to the performance) 	STRENGTHS <ul style="list-style-type: none"> - Excellent connections with large companies in Montenegro 	WEAKNESSES <ul style="list-style-type: none"> - Unstable scholarship system for students from abroad 	Criteria <ul style="list-style-type: none"> • exists in the organization (is a factor internal to the organization) • has negative influence (is likely to have negative contribution to the performance)
Criteria <ul style="list-style-type: none"> • exists in the environment (is a factor external to the organization) • has positive influence (is likely to have positive contribution to the performance) 	OPPORTUNITIES <ul style="list-style-type: none"> - Russia and China are mass and open markets 	THREATS <ul style="list-style-type: none"> - Institutional barriers to employment for foreigners 	Criteria <ul style="list-style-type: none"> • exists in the environment (is a factor external to the organization) • has negative influence (is likely to have negative contribution to the performance)

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**University Internationalization
Strategy Development -
Part 2: Strategy Formulation**

June 2020

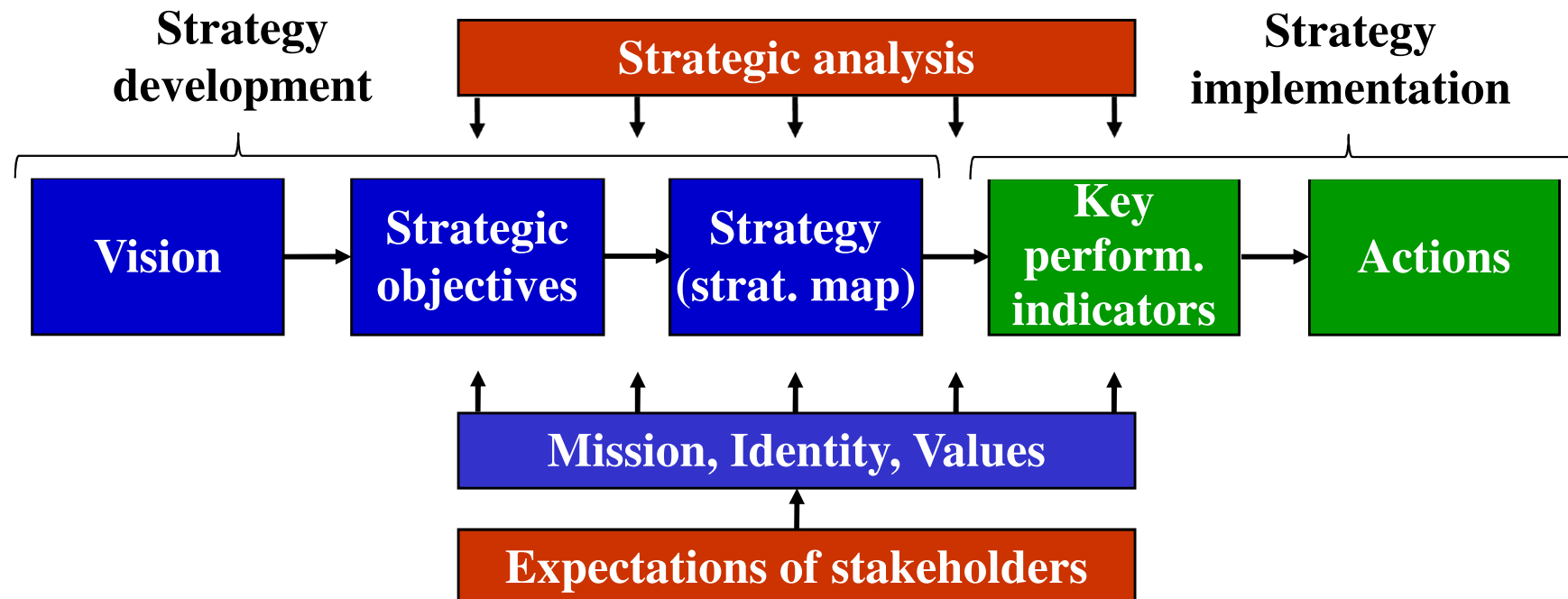
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Strategy Formulation Model

- **Strategy as a link between present and future position**



- **From vision to concrete actions**



Mission

- **Mission = basic purpose of existence of an organization**
 - answers the question “why do we exist” (who are we and who do we serve)
 - usually uses infinite language (dynamic concept)
 - involves little or no elements of fantasy
 - promotes expectations to employees (internal purpose) and communicates image to outsiders which contributes to better relationship with them (external purpose)
 - should be broad enough but not too broad (too broad: dilutes the mission, too narrow: obstacle for development)
 - better short than long
- **Example of well developed mission**
 - SEB LU: “We broaden horizons and build competences for socially responsible management of business and economic challenges.”

Identity and values

- **Identity**
 - = what defines me (as a person, as a business subject etc.)
 - better simple than complex identity
 - example (Slovenia): “Europe within a day.”
- **Values**
 - = what is important to us (and is acceptable, good, right)
 - are useful because they influence employees’ behavior → make them simple and understandable
 - better few than many (in number)
 - example (FELU): “Integrity. Cooperation. Responsibility. Knowledge. Academic freedom.”
 - bring values to life: define desirable/unwanted behaviors
- **See Template 9**

Value	Desirable behavior	Unwanted behavior
Know-ledge	We reward top papers of our researchers.	We discourage premature research inactivity.

Vision

- **Vision = a picture (creative and ambitious, yet achievable) of the organization in the future**
 - answers the question “what do we see” (our financial/ competitive position, our products/services etc.) when we imagine our organization in a selected year in the future
 - usually uses finite language (static concept)
 - can involve some elements of fantasy (i.e., is usually an embellished picture of the organization in the future)
 - motivates and directs employees (internal purpose) and at the same time differentiates the organization from other organizations (external purpose)
 - better short than long
- **Examples of well developed vision**
 - SEB LU: “By 2025 we will be the school of choice in business and economics in Central Europe for doing research, learning and creating sustainable development decisions.”

Mission vs. Vision

- **How do they differ?**
 - mission
 - question “why do we exist”
 - no specification of time
 - dynamic concept
 - involves little or no elements of fantasy
 - vision
 - answers the question “what do we see”
 - in a selected year in the future
 - static concept
 - can involve some elements of fantasy

Strategic Objectives and Strategy

- **How do we proceed from here → steps**
 - define strategic objectives
 - define priorities in strategic objectives
 - develop strategic activities for priority strategic objectives
 - develop strategic outcomes for strategic activities
 - design strategic map

(steps that follow are part of strategy implementation)
- **Methodology adapted from The Balanced Scorecard, 3rd generation (2GC Active Management)**

Strategic Objectives

- **Objectives defined**
 - = end results of planned activities defining
 - what is to be accomplished
 - time in which to accomplish it
- **Objectives should**
 - direct employees (management by objectives)
 - be clear and understandable
 - be motivating (high enough) yet attainable (low enough)
 - be quantified and measurable as much as possible
 - state by when they are to be accomplished
 - not be mutually exclusive (in conflict with each other)
 - define priorities / be hierarchical (primary, secondary etc.)
 - be written

Strategic Objectives

- **Defining strategic objectives**
 - clear (and quantified) description of desired strategic success
 - usually organized around BSC perspectives
 - in companies: financial, customers, internal processes, learning and growth
 - in non-profit organizations: financial, external relationships, internal processes, learning and growth

Financial perspective	External relationships perspective
- Revenues, revenues struct., revenues growth? - Costs, cost structure, cost reductions? - Profit, profit growth? Cash flow stability? ...	- How do we want students to see us? - What do we want partners to value in our services? ...
Internal processes perspective	Learning and growth perspective
- What do we want our key processes to be? - How do we want new solutions to be developed? ...	- Which competitive knowledge do we want to be superior in? - How do we want knowledge to be shared? ...

Strategic Objectives

- **Defining priorities in strategic objectives**
 - all strategic objectives are important but an organization may lack financial, human or other resources to start working on them all immediately
 - priorities need to be defined → what we intend to realize first, e.g. in the first 3 years
 - proportion of priority strategic objectives depends on available resources (and ambitions)
 - strategic objectives linked to financial perspective are usually treated as priority objectives

Strategic Objectives

- **Defining strategic objectives and their priorities → see Template 10**

Financial perspective	Priority	External relationships perspective	Priority
<ul style="list-style-type: none"> - Long-term financial stability - 8% increase in revenues based on consulting projects - 6% increase in revenues based on research projects ... 		<ul style="list-style-type: none"> - 90% of graduates employable within 1 year after graduation - School is the first choice of regional companies seeking top quality consultation services ... 	
Internal processes perspective	Priority	Learning and growth perspective	Priority
<ul style="list-style-type: none"> - Structure of academic programs comparable to the best global business schools - School offers excellent conditions for top scientific research ... 		<ul style="list-style-type: none"> - 100% of academic staff is academically qualified - 10% increase of publications in A1 journals ... 	

Strategy Formulation

- **Strategy defined**

- = a comprehensive master plan stating how the organization will achieve its strategic objectives
- initial understanding (from old Greek) → strategy as a science and art of military command (general's art)

- **Strategy formulation includes**

- developing strategic activities for priority strategic objectives
- developing strategic outcomes for strategic activities
- designing strategic map

Strategy Formulation

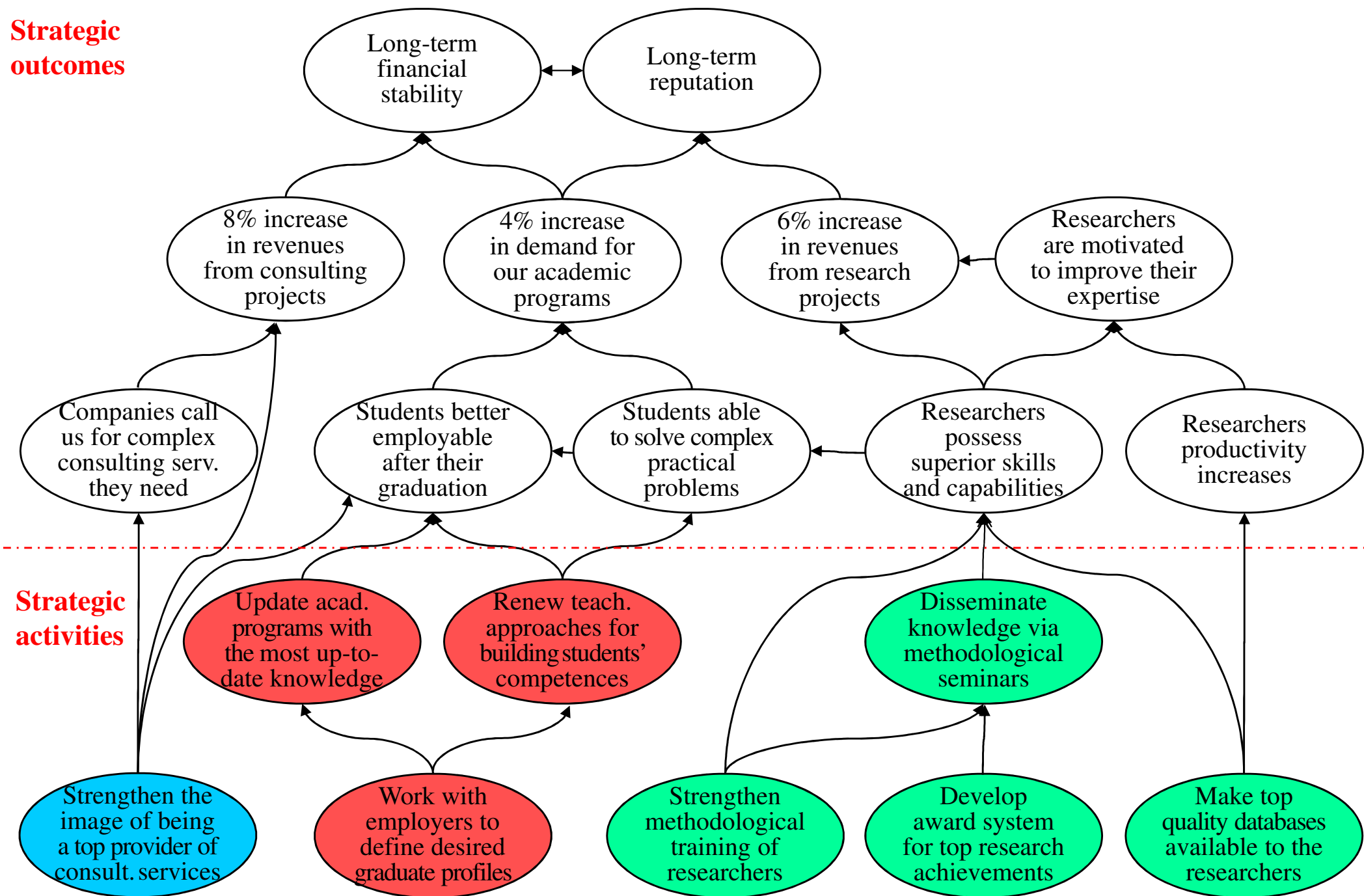
- **Developing strategic activities for priority strategic objectives**
 - strategic activities state what needs to be done, e.g. in the next 6-18 months, to reach the priority strategic objectives
 - for each strategic objective at least one strategic activity should be developed
 - strategic activities are usually not developed for strategic objectives in the financial perspective
 - strategic activities should be formulated using a few words only and they should always start with a verb

Strategy Formulation

- **Developing strategic outcomes for strategic activities**
 - strategic outcomes state expected outcomes of strategic activities, e.g. within the next 3 years, if the strategic activities are successfully implemented
 - they should be stated as measurable and realistic outcomes
 - they should be related to BSC perspectives (financial, customers / external relationships, internal processes, learning and growth)
 - strategic objectives in the financial perspectives (for which no strategic activity was developed) should be adapted to the same time horizon, e.g. the next 3 years, and should be treated as strategic outcomes

Strategy Formulation

- **Designing strategic map → see Template 11**
 - arrows are used to indicate logical cause-and-effect relationships between elements (activities and outcomes)
 - arrows should be pointing up or should be horizontal (when they link two activities or two outcomes)
 - arrows may point down only when there is a mutually dependent link between an ongoing activity and outcome
 - arrows should not intersect (if possible)
 - if possible, BSC perspectives should follow bottom-up in this order: learning and growth → internal processes → customers / external relationships → financial
 - if possible, draw (1) activities/outcomes used to increase revenues on the left-hand side and (2) activities/outcomes used to decrease costs on the right-hand side
 - logical control: is the strategic map logical? is any activity/outcome redundant? is any activity/outcome missing?

Strategic outcomes

Strategy Evaluation

- **Make sure the suggested strategy is carefully evaluated before its implementation starts**
- **Qualitative (general) criteria for evaluating strategy**
 - relative ability of strategy to solve existing problems as well as to prevent the emergence of new problems
 - external and internal accordance of strategy with opportunities/threats and strengths/weaknesses
 - accordance of strategy with mission, identity and values
 - suitability of length of time for implementing the strategy
 - reasonableness of assumptions on which strategy is based
 - etc.
- **Quantitative (analytical) criteria for evaluating strategy**
 - entry costs
 - performance
 - risks
 - sensitivity
 - flexibility
 - synergistic effects

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**University Internationalization
Strategy Development -
Part 3: Strategy Implementation**

June 2020

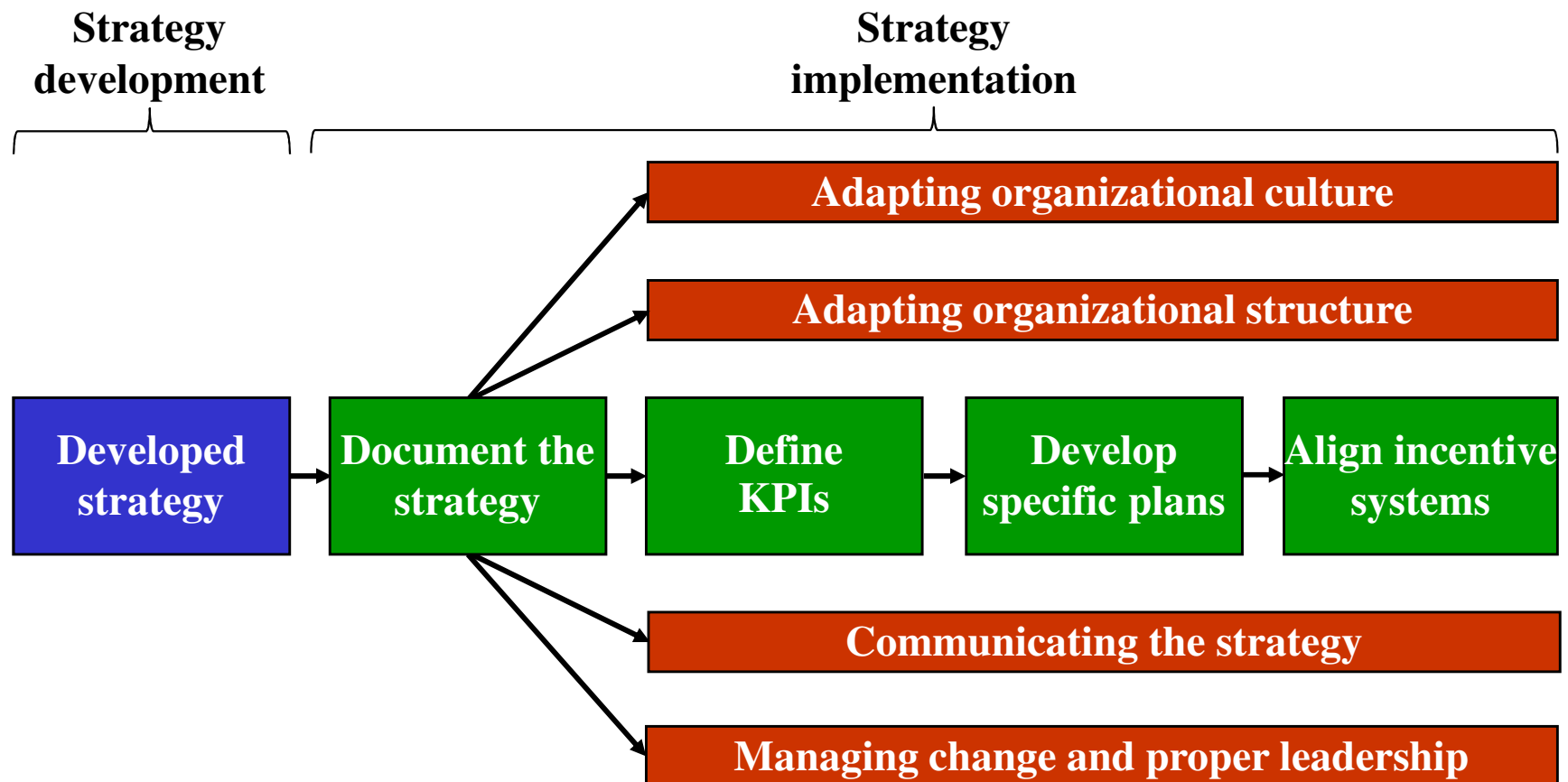
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Problems of Strategy Implementation

- **Strategy implementation defined**
 - = set of activities required for the execution of strategic plan
- **Obstacles to strategy implementation**
 - implementation involves many people (many more than planning) → many things can go wrong
 - planning and implementation are separated (top managers as “planners” vs. everybody else as “doers”)
 - implementation takes time (usually more than planned)
 - focus on short-term results (short-term pressures)
 - lack of guidelines or a model to shape implementation
 - lack of or inadequate coordination
 - managing change is difficult (the most problematic area is usually persuading employees not to resist change)
 - uncontrollable external factors and unanticipated problems

Strategy Implementation Model

- Developed strategy is of no use unless it is actually implemented



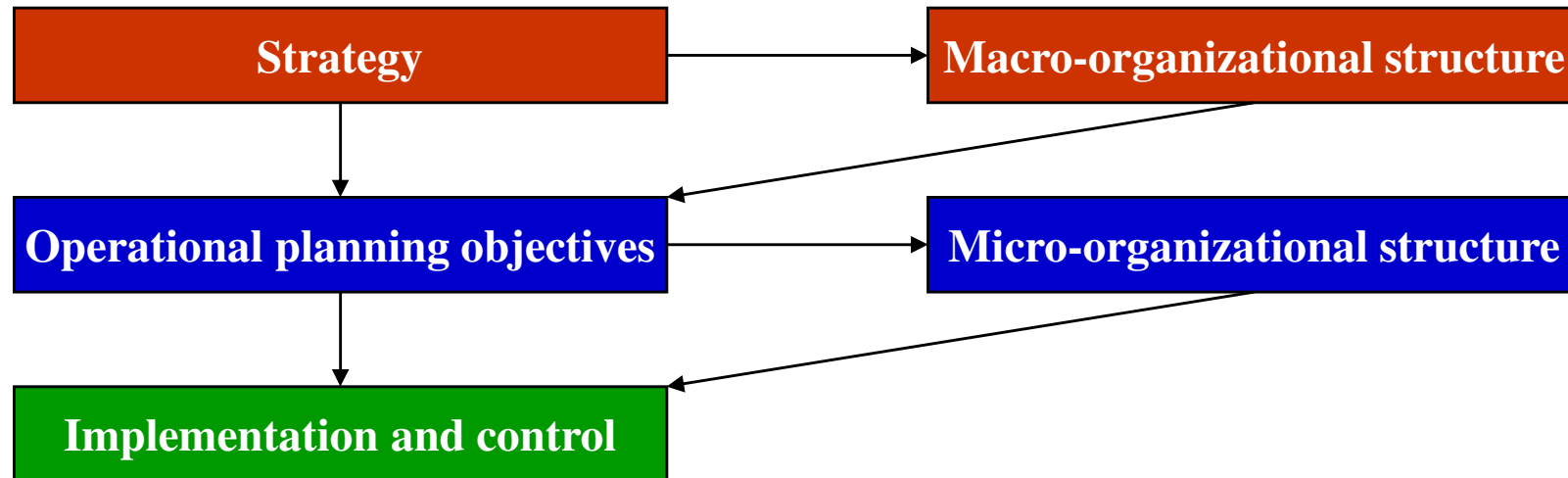
Documenting the Strategy

- **Documenting the strategy**
 - short statements in strategic map can be misunderstood
 - clear description of the strategic activities improves the formulation of key performance indicators
- **Defining responsibility/accountability for implementation**
 - for each strategic activity a responsible person is defined

Strategic activity	Copy the short title of the strategic activity from the strategic map.
Description of strategic activity	Explain the strategic activity in a few concise sentences. Use the wording that will be understandable to the readers of this description (after reading the description the users have to understand what, how, when and where needs to be done).
Manager	Name the manager responsible for the implementation of the activity.
Team members	Name the members of the team who are responsible for the implementation of the activity.

Adapting Organizat. Structure and Culture

- **Structure follows strategy (Chandler)**



- **Management actions to assure the organizational culture fits the strategy**
 - culture fits the strategy → maintain the culture
 - culture does not fit the strategy → change the culture
 - there is no distinctive culture → create the culture
(changing organizational culture is a long-term process)

Defining Key Performance Indicators

- Designing measurable performance criteria is vital for strategy implementation → without such critical metrics strategic progress cannot be assessed
- Define KPIs for strategic activities and strategic outcomes → see Template 12

Strat. activity	Key performance indicator	Formula	Unit	Y ₀	Y ₁	Y ₂	Y ₃	Y ₄	Y ₅
Renew teaching approaches for building students' competences	Share of courses that use advanced functions of intranet	...	%	51	>55	>60	>65	>70	>75
	Share of courses that include guest speakers from business practice	...	%	31	32	34	36	38	40
...
Strat. outcome	Key performance indicator	Formula	Unit	Y ₀	Y ₁	Y ₂	Y ₃	Y ₄	Y ₅
Researchers possess superior skills and capabilities	No. of A1 publications (co)authored by our researchers	...	No.	38	>40	>41	>43	>46	>50
	No. of seminars by our researchers that introduce new research methods	...	No.	8	10	14	17	19	20
...

Note: Y₀ = baseline data.

Developing Specific Plans

- **The main purpose is to break the strategy into smaller, specifically defined and better manageable parts**
- **Elements of strategy concretization**
 - projects
 - = complex tasks, that are more or less unique and extend over a longer period of time
 - example: renovation of the library book lending corner
 - programs
 - = sets of activities needed to accomplish a plan
 - example: marketing plan for study programs abroad
 - annual plans
 - = systems of annual (partial and integral) plans
 - example: annual periodical and book orders

Developing Specific Plans

- **Elements of strategy concretization**
 - budgets
 - = cost of the programs and other plans (usually annual)
 - example: annual budget for visiting professors
 - action plans
 - = precisely specified activities used to operationalize the programs and tactical plans
 - example: day by day plan of an orientation week for incoming students
 - procedures
 - = sequence of steps needed to do the job
 - example: specific procedure for hosting the delegation of a peer review team

Developing Specific Plans

- **Develop specific plans to break the strategy into specifically defined and better manageable parts → see Template 13**

Strategic activity	Copy the short title of the strategic activity from the strategic map.
Description of strategic activity	Explain the strategic activity in a few concise sentences. Use the wording that will be understandable to the readers of this description (after reading the description the users have to understand what, how, when and where needs to be done).
Manager	Name the manager responsible for the implementation of the activity.
Team members	Name the members of the team who are responsible for the implementation of the activity.
Projects, programs, tactical plans, budgets, action plans, procedures	List and explain specific plans (projects, programs etc.) that need to be executed, e.g. within the next 18 months, to be able to successfully implement the strategic activity. List these plans sequentially as they should be logically executed. Include all important details in these descriptions.
Risks and uncertainties	Explain risks that could endanger the implementation of the strategic activity. Include internal and external sources of risk.
Expected outcomes	Explain the expected outcome of the strategic activity.

Aligning Strategy and Incentives Systems

- Developing incentive schemes is important for matching individuals' and organizational goals (implementation fails when no one has skin in the game) → logic of “cascading”

Name:	John Smith	Position:	Full Professor	
Strategic activity	Performance measure	Target value	Weight	Measurem. frequency
Renew teach. approaches for building students' competences	Share of courses that use advanced functions of intranet	$\geq 60\%$	0.2	once a year
	Share of courses that include guest speakers from business practice	35%	0.1	once a year
...		
Strategic outcome	Performance measure	Target value	Weight	Measurem. frequency
Researchers possess superior skills and capabilities	No. of A1 publications (co)authored by the researcher	≥ 2	0.2	once a year
	No. of seminars by the researcher that introduce new research methods	1	0.1	once a year
...		

Communicating the Strategy

- **Communicating the strategy is vital for successful strategy implementation**
- **Communication of the strategy**
 - is the responsibility of management
 - must be carried out through formal communication channels
 - must be carried out so that the chances of knowledge leaking are minimized (e.g. employees should receive information only about those parts of strategy that are relevant for them)
 - must be clear and timely

Managing Change

- **Strategy implementation is inevitably linked with changes → employees' reactions to changes are mostly negative → understanding the employees' attitude towards change and overcoming the resistance to change are the most challenging parts of change management**
- **Three steps to overcome resistance to change**
 - timely detection of resistance to change
 - understanding the reasons for resistance to change
 - using proper tactics to overcome resistance to change
- **Definition of change management**
= part of management, which focuses on the systematic analysis, prediction, planning, creation, implementation and control of changes in a organization in order to develop the organization's competitive advantage and enable the organization to achieve its objectives in an efficient manner

Proper Leadership

- **Leadership (broad understanding) includes**
 - staffing (planning the number and structure of employees, which both change when new people are hired, when they are transferred from one unit within the organization to another and when they are fired or leave the organization)
 - leadership (narrow understanding) (influencing the behavior of individuals/groups and through that directing their performance towards achieving organizational goals)
 - communicating (transferring of messages between the transmitter and the receiver)
 - motivating (alerting the people's needs by simultaneously indicating how they might satisfy them) → motivating is closely linked with compensation

University Internationalization Strategy Development Workshop

Thank you for your cooperation at the workshop!