

DETAILED PROCEDURE



Assessing Strategy and Monitoring Achievements

*ISAS (2.0): the IAU program for advancing
internationalization in higher education*

Target audience: Higher Education Institutions having an already implemented internationalization strategy

The **goal** of this strand of service is to **help the institution assess its strategy for internationalization and the related framework for monitoring achievements and progress towards the goals outlined in its internationalization strategy.**

This process includes the following:

- Evaluating the institutional strategy and reviewing of monitoring framework
- Monitoring progress

The first aspect of this process focuses on analyzing the fitness for purpose of the internationalization strategy in place. This means a careful review of the alignment of the institutional context, goals and objectives with those identified in the internationalization strategy, related actions and milestones of implementation. It will also include a review of the performance indicators included in the monitoring

framework and subsequently will monitor the process used to assess progress in accomplishing the internationalization goals of the university.

Methodology

This strand of service will be conducted by an **external Panel of Experts**, whose members will be proposed by IAU, from different world regions, including an individual who is familiar with the institution's country and its higher education system. The Panel chair will communicate with the HEI to indicate what background material will be required for the initial review of the university's monitoring framework, indicators and strategy.

The Panel will first undertake a thorough **review of the written strategy and monitoring framework in place**; invite the institution to undertake additional collection of information if needed and provide feedback and comments on the manner in which the university monitors its internationalization activities. The panel will identify any gaps or misalignments between the monitoring framework and selected indicators and the institutional strategy, if any. Not more than 2-3 months will be needed to complete this aspect.

The second phase of this strand focuses on verifying the extent of successful performance of the institution. Are the goals and objectives being achieved through the activities undertaken by the institution at various levels?

In order to enable the panel to accomplish this part, a full **Achievements Report**, in line with the strategy and monitoring framework, will be required. Along with suggestions for the process to adopt to prepare the Achievement Report, which should be based on institution-wide consultations, IAU will provide a tailored set of **Guidelines** for the preparation of this Report. Guidance is available along the way as required or requested (through phone and email consultation). Preparation of the Report may take up to 4 months.

Following the receipt and review of the Achievements Report, the Panel will undertake a **site visit** to discuss all elements: the internationalization strategy, the monitoring framework and the Achievement Report with various stakeholders in the institution. The goal is to review the comprehensiveness of the report, the fitness for purpose of the activities vis-a-vis the strategy and the soundness of the monitoring framework and indicators when put into practice. It will also assess the processes in place for on-going monitoring and the actors involved.

Over a 2 to 3 days site visit, the Panel meets with the leadership of the institution, as many key internationalization stakeholders as possible, and with those responsible for the overall accountability and quality assurance monitoring processes.

At the conclusion of the visit, the Panel provides preliminary feedback on the quality of the institution's strategy, monitoring framework, on the achievements made so far and on the related structures and processes in place at the institutions. The Panel will assess in which areas and how the institution may address any **gaps between goals set and achievements made**. The panel will analyze, together with the

institutional representatives, what **obstacles** may be standing in the way, what **potential** is **not** being **exploited** and how to **adjust** either the **strategy** or the **implementation activities and processes** (including governance) to ensure **success**.

A **final report** will be produced by the Panel within a month after the site visit.

At the conclusion of **Assessing Strategy and Monitoring Achievements strand** of service, the institution will receive the **IAU Internationalization Learning Badge: Strategy Monitoring and Achievements**

Fees for 2016 for Assessing Strategy and Monitoring Achievements:

- IAU member HEIs in high income countries: 22 000 Euro
- Non IAU Members HEIs in high income countries: 25 000 Euro
- IAU member HEIs in middle income countries: 20 000 Euro
- Non IAU Members HEIs in middle income countries: 23 000 Euro
- IAU member HEIs in low income countries: 18 000 Euro
- Non IAU Members HEIs in low income countries: 20 000 Euro