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# Problems and Challenges in Implementing Internationalization Strategy

– the case of Warsaw University of Technology

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# WUT – basic facts

- 20 Faculties representing almost full engineering spectrum
- top-ranked university of technology in Poland and in the CEE region
- around 36 000 of students (regular, extramural and Ph.D.) and around 5 000 of staff
- the biggest „provider” of top managers to the industry in Poland
- no problem with employability of WUT graduates; the most wanted graduates on the labour market
- very well organized and active students’ life
- the leading position in Poland regarding internationalization process



# Internationalization of Polish HEI'S

- Poland has quite a long tradition with international cooperation, but...



- Since political transformation in 1989, we are focused on much more diversified, world-wide partnerships, with no political bias,
- Some Polish universities achieved relatively strong position at the world educational market (eg. medical universities )
- Still, due to many reasons (language, some historical stereotypes) Poland is far from satisfactory level



# Internationalization of Polish HEI'S



## ***POLISH STRENGTHS:***

- high quality of teaching (all public HEIs and a number of private schools)
- quite large offer of programmes in English
- tuition fee and cost of living below EU average
- largely developed HE system
- compliance with EU system (Bologna)
- world-wide recognition of diplomas (all public HEIs and a number of private ones)

## ***POLISH WEAKNESSES***

- expenditure per student below EU average (52% of OECD average)
- no institutional support from government (like DAAD, Nuffic, Campus France, ...)
- lack of internationalization strategy/policy at the state level
- low popularity of Polish language
- insufficient student accommodation base
- HEIs' administration not fully prepared to internationalization



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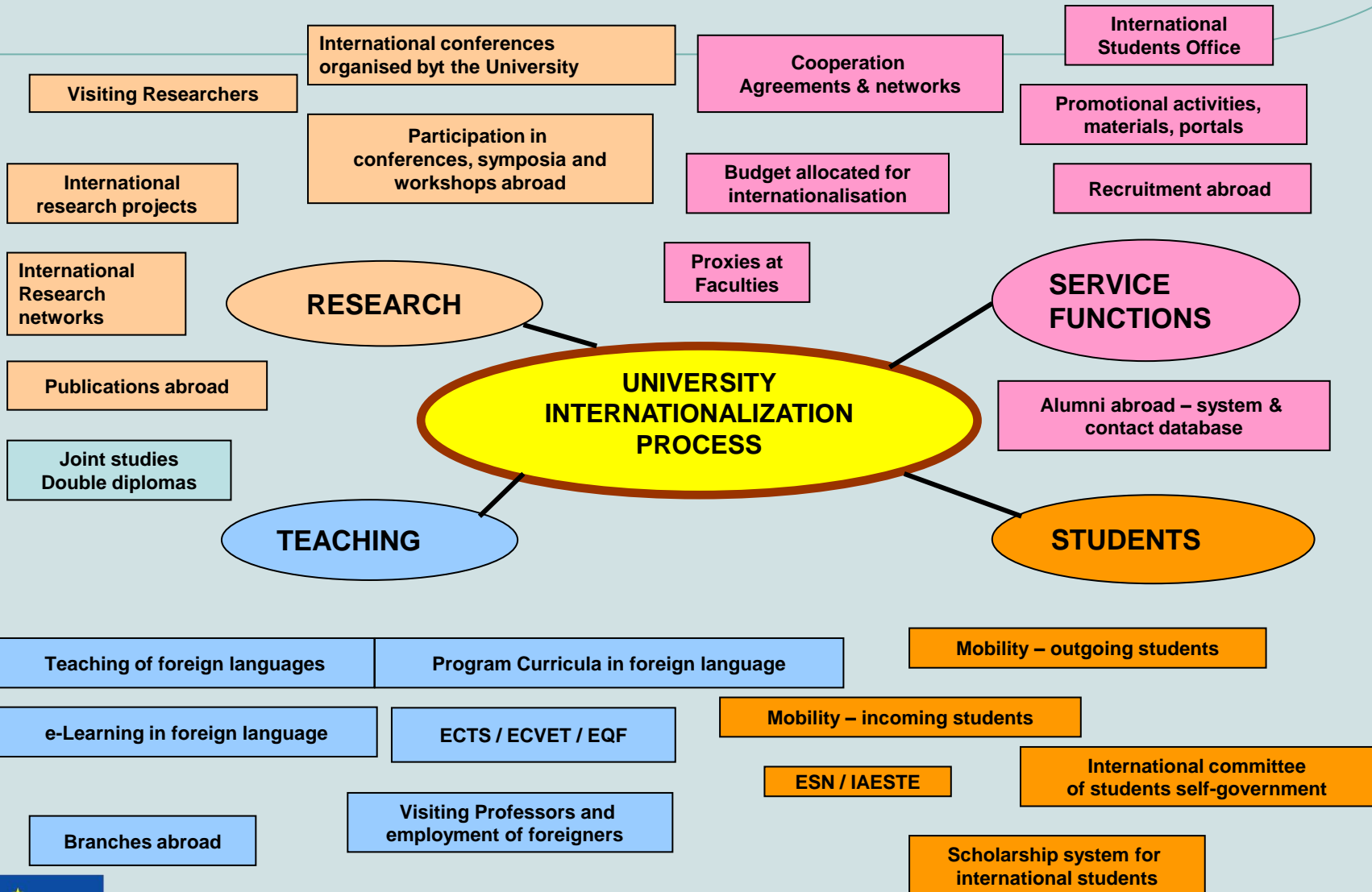
IRIS

# Internationalization at WUT

We have not achieved yet a great success  
but  
we are on the right way...



# WUT's understanding of internationalization



# Key success factors of internationalization

What do we need for the success?



# Internal „Sponsors”



- Internationalization is a multi-actor process – HEI’s Top Management + Deans + Faculties + Students + Researchers + Administration + IROs + ...
- All have to be convinced about it but .....
- A sort of internal „sponsor”, composed of influential authorities, is a must to push the process through
- It’s a role of internal „sponsor” to dispel the doubts, to support IRO, to create the positive atmosphere, etc., etc.
- At WUT, we enjoy really effective support from our Top Management and Faculties
- Still, a lot to do with our administration and finance – in many cases we have to push things through with help of our internal „sponsors”
- Our estimation is that only 200 - 250 of academic staff are really active in implementing the process of internationalization (out of 2500)

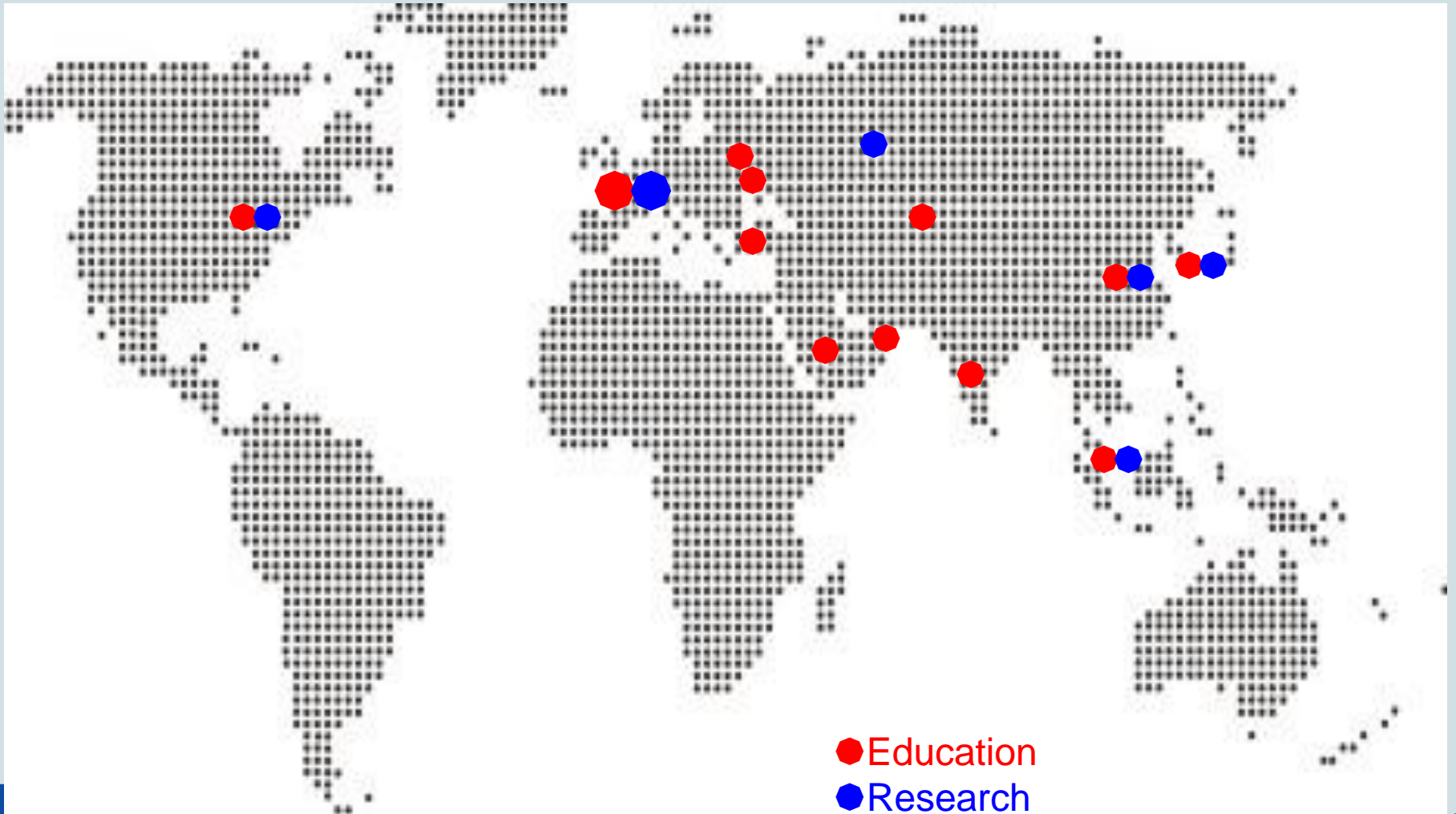


# Internationalization Strategy



- One, coherent vision of internationalization process is a must
- It has to be a resultant of different interests, opinions and expectations
- It has to reflect HEI's general understanding of priorities and goals in a relatively long time perspective
- It has to be agreed at the top level (eg. the Senate), and to be a part of HEI's Development Strategy or a separate document
- It's useless if stays on the paper only and not supplemented by tactical guidance, operational goals and sources of finance in reasonable time frameworks

# WUT's strategic partnerships



● Education  
● Research



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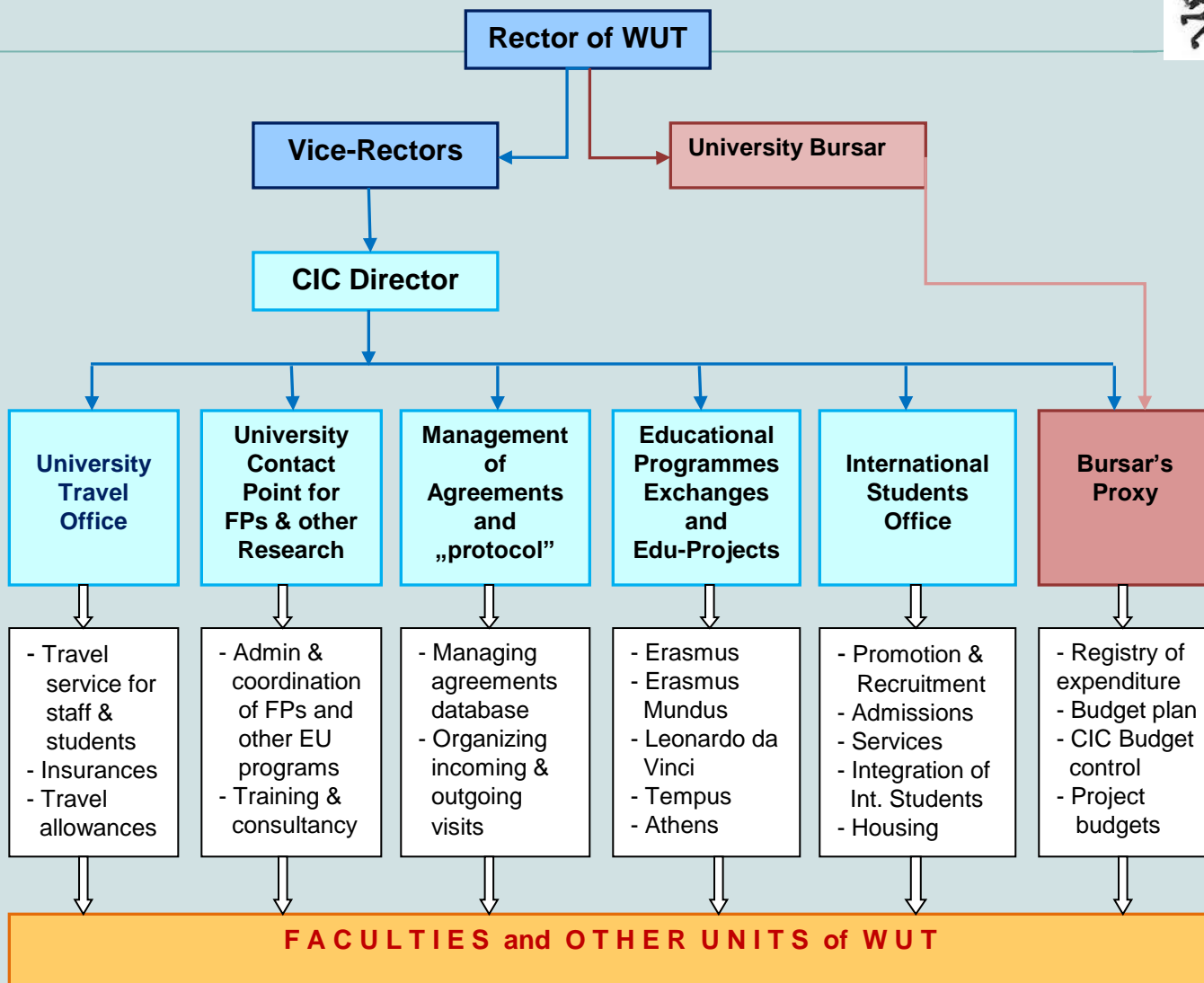
# Efficient organization



- Centralized or distributed / de-centralized model ?
  - at the beginning - rather centralized
  - later on, when becoming stronger – more de-centralized with more functions and responsibilities shifted down (to Faculties, Departments, Deans, students, administration)
- Complex coverage of all international aspects or selective approach?
  - at the beginning – focus on typical IRO and teaching
  - later on – full spectrum of activities,
- In general, the organizational approach should be corresponding with the type of HEI (research-driven university at one end and vocational college at the other one)



# WUT's example of organization





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The team of WUT's Centre for International Cooperation

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# WUT's case of financing internationalization (2012)



- ↳ Governmental funds / subsidies
  - ↳ Co-finance by EU (structural programs, edu-projects, exchanges),
  - ↳ University own sources, tuition fee included,
  - ↳ Support from cooperating industrial partners and banks,
- Altogether – around 1,9 million € a year at the disposal of the CIC
  - Financial authorisation to the Director and Deputy Director –  
- remarkable financial autonomy of the CIC
  - EU co-financed programs partially exempted from internal rules

# Sources of finance for CIC-WUT



	WUT Budget (governmental subsidy from the MOHES)	WUT own sources (incl. tuition fees)	Support from industrial partners, banks etc.	EU co-financed Projects - all types, including structural programs for Poland	Special donation from MOHES
Promotion & marketing (international only)	✓			✓	
FP7 & other research (international only)	✓				✓
International Students Office (recruitment, admission, support)	✓	✓		✓	
Edu-projects (Tempus, Erasmus Mundus, LdV, etc.)	✓			✓	
Exchanges / Mobility (students & staff)	✓		✓	✓	
Bilateral cooperation (agreements, visits, coop. networks, etc.)	✓	✓	✓		



# WUT's achievements and problematic areas

„+”

- One of leaders of HEI's internationalization in Poland
- Undisputed and autonomic position of CIC at the University – general appreciation by Faculties and Top Management
- Continuously and steadily on rising curve in terms of basic indicators, including number of international projects.

„-”

- Evident dependancy on EU funds; possibility of „clouds on the horizon”
- Still, too many internal, bureaucratic obstacles
- Difficulties in motivating students and academic staff for international cooperation and mobility
- Quality assurance of the process not yet fully in place



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# Main challenges for the nearest future

- Quality assurance in all areas of internationalization – especially in teaching area (exchanges, double-degree studies, higher admission criteria, ....)
- To prepare well for the next EU programming period – 2014-2020 (Horizon? Erasmus for All? ) and to reduce the risk of financial breakdown possible in 2014
- More focus on practical implementation of the „Development Strategy of WUT up to 2020” (internationalization part)
- To develop the objective system of measuring /mapping internationalization progress at University and Faculty levels
- More focus on educating University staff on internationalization issues (system of trainings, „Internationalization Academy”, ...)



# WUT's best practices to share with IRIS

(examples)

- Concept and organizational model of IRO
- University / College support to international students (International Students Office)
- Approach to exchanges of staff and students
- ATHENS Program as a model to be copied in the Middle East Region
- Stimulating new curricula / new programs of studies in English with help of EU co-financed projects

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# Thank you !

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