

Internationalization of Higher Education



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November 25, 2021

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OUTLINE

- ❑ Internationalization at the foundation of the HEIs in Lebanon
- ❑ Comprehensive Internationalization
- ❑ Internationalization Setbacks and How to Deal with them
- ❑ Mobility Challenges
- ❑ Role of International Networks
- ❑ Some key notes

A CORNERSTONE OF HEIs IN LEBANON

- ❑ Some universities were established by missionaries
- ❑ USEK as the first university to be established by a Lebanese initiative that stemmed from an international exchange dating back to the 16th century whereby the Maronite College in Rome used to train Lebanese youth who would return and relay to their communities their international perspectives

COMPREHENSIVE INTERNATIONALIZATION WITHIN THE UNIVERSITY DNA

□ Articulated Institutional Commitment

- ✓ **Mission**
- ✓ **Vision**
- ✓ **Goals**
- ✓ **...**

... By providing a high quality American-style education to its students, USEK intends to prepare future leaders for innovation, professional growth and life-long learning, in Lebanon, within the Middle East and throughout the world ...

COMPREHENSIVE INTERNATIONALIZATION WITHIN THE UNIVERSITY DNA

- **Administrative Structure and Staffing**
 - ✓ **Governance system following international standards**
 - ✓ **Multinational board of trustees**
 - ✓ **Different Nationalities on Campus**
 - ✓ **Regularly embarking on BENCHMARKING exercises**

COMPREHENSIVE INTERNATIONALIZATION WITHIN THE UNIVERSITY DNA

- ❑ **Campus Culture**
- ❑ **International Curriculum, Co-Curriculum and Learning Outcomes**
- ❑ **Faculty Policies and Practices Adapted to Internationalization**
- ❑ **Global Collaborations and Partnerships including micro and branch campuses, joint degrees etc.**
- ❑ **Student Mobility**

INTERNATIONALIZATION SETBACKS

Lack of synergy between internationalization efforts and presence of “under-internationalized areas”

Balanced decision-making process that provides a sound basis for new directions and changes in internationalization strategies.

Gaps between goals and activities

Focus campus efforts on institutional goals and constantly review to which extent the existing array of internationalization strategies is helping the institution meet those goals.



INTERNATIONALIZATION SETBACKS

**Lack of resources
and local situations**

Universities need to focus on finding alternatives:

- Valorization of the students' international commitment
- Global engagement initiatives (certification, BaB,...)

**Unexpected
conditions**

**Creating a balance between adapting to new realities
and extracting opportunities**



MOBILITY CHALLENGES

Social unrest



Raising awareness and providing insurances

Financial resources



Institutional commitment and role of IAs

Lack of mutual knowledge



Initiatives that bridge the existing gaps

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ROLE OF NETWORKS IN PROMOTING INTERNATIONALIZATION

Networking

Academic level by facilitating the establishment of academic collaborations

“Political” level by advocating common internationalization causes

Promoting member universities’ international visibility

Ensuring the diversification of university resources

Increased awareness about different stakeholders

Key Notes

Internationalization requires intentional processes, well-designed and agreed-upon plans, dedicated leadership, and sufficient resources.

Successful internationalization requires the balancing of processes and products, goals and accomplishments, and programs and people.

Internationalization takes time and sustained commitment. Most institutions that succeed in sustaining commitment from key players take stock at regular intervals, assessing progress against articulated goals and actions.

Internationalization is a continuous process that leads to the creation of a culture of self improvement.

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THANK YOU!

