

Training Course on Management of Internationalisation and German-Ukrainian Academic Cooperation

CALL FOR APPLICATIONS 2020/21

Content:

1. Objectives of the training course.....	1
2. Target Group and Participant Profile	2
3. Course Content and Methodology	2
4. Schedule.....	3
5. Funding and Costs	4
6. Application	4
7. Selection Criteria	5

1. Objectives of the training course

Internationalisation has been a driving force in higher education for the last few decades. By working with numerous partner universities worldwide, the team of the International Office (IO) of Leibniz University Hannover (LUH) came to realise that the success of efforts to establish any kind of international activities depends largely on the knowledge and competencies of the personnel at the corresponding collaborating institutions. That is why this special blended learning training programme on Management of Internationalisation has been developed.

Its general objective is to provide participants from Ukrainian higher education institutions with profound knowledge of different aspects of internationalisation and to enable them to manage the corresponding processes and tasks as well as to foster both German-Ukrainian cooperation and the internationalisation of their institutions.

The participants will

- **gain comprehensive knowledge of internationalisation and the competencies necessary for its successful management.** This includes the concepts and general trends in internationalisation of higher education, strategies and policies of different countries, organisational structures and structural units as well as tasks and responsibilities
- **gain the soft skills necessary for international higher education management:** (intercultural) communication skills, conflict management
- **gain the respective management skills needed for internationalisation:** project management, change management
- **be integrated into regional and interregional networks** for knowledge exchange and bilateral/multilateral cooperation
- **initiate, manage or extend international cooperation projects**
- **implement individual internationalisation projects:** launch a process to assess, reform, and rebuild management of internationalisation, international management and internationalisation structures at their universities. This aims to establish a system of sustainability that builds on a permanent process of quality management and networking beyond the project duration.

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Participants will learn about concepts and strategies for internationalisation of higher education in different countries; will compare German and Ukrainian systems as well as university structures. They will learn how to handle various aspects of academic mobility and research cooperation as well as develop and implement a suitable strategy for internationalisation or any other individual project from the field of internationalisation, which is relevant for their home university. The programme provides an insight into available funding instruments for international cooperation, with on-site visits to Volkswagen Foundation, Alexander von Humboldt-Foundation, HRK, DAAD, DFG as well as short internships at selected institutions. The German-Ukrainian Academic Society e.V. and the Science Management Network e.V. support the realisation of the programme and provide guidance for individual projects as well as assistance with regard to internships, networking activities and contacts. Furthermore, Taras Shevchenko National University of Kyiv supports the training course by providing corresponding regional knowledge and expertise.

2. Target Group and Participant Profile

The **target group** includes both experienced and relatively new IO staff from universities with a minimum of one year of experience. As not all Ukrainian universities have established the structure of an IO, it may be necessary to include university executives. We are focussing on higher education managers responsible for coordinating international activities at universities: individuals responsible for the management of international activities in teaching, studies and research at their home university; primarily directors or deputy directors of international offices. Depending on the size and structure of the respective university, vice presidents for international affairs and/or academics with coordinating functions relating to international activities at faculty level are also eligible to apply. The heterogeneity of the group will facilitate mutual learning and show different perspectives and opportunities in the context of internationalisation. Only **one person from each university** should apply.

Participant profile:

- At least one year of experience in the area of international higher education management: either as international office staff or higher education managers responsible for coordinating international activities.
- English language proficiency (speaking and writing minimum C1).
- Commitment to
 - a) attend all workshops, communicate the results and build a team within the home university, develop and realise an internationalisation project for their universities,
 - b) report every 6/8 weeks on the development of their internationalisation project. The reports must be signed by top management.
- Minimum technical equipment that guarantees regular contact during the distance phases: internet connection and, if possible, IT support for video conferences.

3. Course Content and Methodology

The course is composed of five thematic modules. Each training unit offers a balance between conceptual learning components and practice-oriented training, management skills and soft skills:

Module 1: Background Knowledge of Internationalisation

- 1.1. Concepts, contexts and trends of Internationalisation
- 1.2. National and Regional Higher Education Systems and Networks
 - 1.2.1. Europe and Erasmus
 - 1.2.2. USA, India, China
 - 1.2.3. Germany and its university structures

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Module 2: Competencies on Management of Internationalisation	
2.1	International Office: Structures and Tasks
2.2	Mobility, Exchange and Recognition
2.3	Partnerships and programmes
2.4	Welcome and support offers
2.5	Internationalisation@home
2.6	Funding instruments
2.7	International Marketing and Rankings
2.8	Internship
Module 3: Soft skills	
3.1	Intercultural Competence
3.2	Conflict management
Module 4: Management Skills	
4.1.	Project management
4.2.	Change Management
Module 5: Internationalisation Project (PAP)	

The programme consists of four workshops and work on a specific project for internationalisation. Although the first module is mainly conceptually driven, the training course will methodologically focus on the *practical aspects* of internationalisation. Participants will learn about examples of “good practice” from different institutions and then apply the acquired knowledge to their everyday work in their own universities. Entering into an international dialogue will improve and train their management and intercultural skills, and enhance their awareness and knowledge about developments in internationalisation processes. Moreover, participants will have the opportunity to network and establish international partnerships. Each participant will develop and work on an **Internationalisation Project** that corresponds to their position and institutional goals. This practice-oriented work will help them to define specific and realistic goals, develop a roadmap, set their own milestones, and keep record of their tasks.

During the learning process, participants will be continuously advised by mentors and colleagues to guarantee the most individually-tailored training. Shortly after their selection, participants will receive preparatory reading materials and assignment, which will provide them with an insight into conceptual issues. The literature will also help them to reflect on the individual/institutional status quo and their specific projects.

4. Schedule

The following table shows the dates and venues of the project work and contact phases (workshops):

Project Work	Contact Phase	Place	Time
Preparation Internationalisation Project (PAP)		Ukraine	January – February 2020
	Workshop 1	Hannover	22.03 – 01.04.2020
Internationalisation Project (PAP)		Ukraine	April – August 2020 with reports every 6/8 weeks and online-meetings
	Workshop 2	Hannover/Bonn	03.09 – 14.09.2020

Internationalisation Project (PAP)		Ukraine	Sept. 2020 – February 2021 with reports every 6/8 weeks and online-meetings
	Workshop 3 and Internship	Hannover/Berlin	February 2021
Internationalisation Project (PAP)		Ukraine	March – May 2021 with online-meetings
	Workshop 4	Kyiv, Ukraine	17-21 May 2021
Final report		Online	July 2021

5. Funding and Costs

This training course is financed by DAAD from funds provided by the German Federal Ministry of Education and Research (BMBF);

a) DAAD Funding/Scholarship

Each chosen participant will receive a scholarship according to the DAAD regulations. This will cover the following expenses:

- Travel allowance of 700 Euro** that includes any expenditures for travel to and from Germany as well as to and from the airport, taxes, visa, travel insurance and other fees
- Stay allowance** during the workshops in Germany and the regional workshop (according to DAAD regulations).

6. Application

Please note: **only one application can be accepted from each University.**

Application documents:

1. **Online-Application form**
2. **Letter of support from the top management of the university** (President/Rector or Vice-Chancellor/Vice-Rector of the university), specifying:
 - a. why the candidate was selected; if and how she/he will be supported by the university to attend the course,
 - b. relevance of his/her participation with reference to the development of internationalisation and/or the general strategy of the university,
 - c. institutional and administrative support to implement the project,
 - d. support to attend all three workshops (leave/approval of absence),
 - e. the institutional commitment that the appointed person will remain in his/her position until December 2021.
3. **Organisational chart of the university** (depicting the section where the candidate works)
4. **Proof of English proficiency:** minimum C1 of the Common European Framework of Reference or equivalent (TOEFL score 90, IELTS Band 6.5). Proof of studies completed in an English-speaking country is also sufficient. Phone interviews may be organised with short listed candidates to guarantee the requested proficiency in English.

You can submit your application online using the application link at <https://www.uni-hannover.de/en/universitaet/internationales/moi-ukraine/> . Please fill out the application form

and upload all application documents **as separate pdf files by 9 a.m. Central European Time on 15th December 2019.**

Incomplete applications will not be considered eligible and will be disregarded.

All applicants will be informed about the results of the selection process **by the beginning of January 2020. Please refrain from contacting the coordination team before that.**

The selected applicants **must then confirm their participation in written form by 17.01.2020 and prepare the first assignment by 21.02.2020.**

7. Selection Criteria

Personal Profile Match (5 – 1) *	Institutional Profile Match (5 – 1)*	Motivation Letter & ITN Project (PAP) (5 – 1)*	Recommendation (5 – 1)*	Other criteria....
weighting: 20%	weighting: 20%	weighting: 40%	weighting: 20%	... which might influence the final ranking position

* 5 = very convincing

1 = insufficient / weak

- **Pre-selection:** The most important criteria for pre-selection of candidates are sufficient English language proficiency and personal profile match. The course is primarily directed at international office staff or higher education managers responsible for coordinating international activities with at least a year of experience in the area of higher education management.
- **Profile Match:** The most important aspects include the applicant's current position (as international office staff or higher education managers responsible for coordinating international activities), tasks in this position, the number of years of experience in the area of higher education management (should be at least 1 year)
- **Motivation Letter & Internationalisation Project (PAP):** Important criteria include explanation of the candidate's motivation, which should be plausible and correspond to her/his professional experience, educational background and prospective career opportunities; the presentation should be embedded in the context of the candidate's current projects; the draft project plan should be well outlined in a comprehensive and reflective manner; the project will likely have an impact on institutional reform at the participant's home institution; a concrete final product/service of the project must be mentioned; overall the presentation is clearly structured, formally and linguistically correct.
- **Recommendation:** the letter of support is a substantial criterion for the applicant (specified justification, personal reference to the applicant, information on the HEI's current situation and why participation in the course would be beneficial, possible reference to the applicant's proposed project, commitment to support the participant).
- **Other Criteria:** knockout criteria include insufficient language proficiency; key documents are missing (motivation letter or recommendation by top management not included); candidate is significantly over-qualified.
- **Ranking:** after considering all criteria and concerns, the applicants will be ranked accordingly. The team of the IO of LUH will select the candidates. If required, final selection of the participants will be carried out together with the German-Ukrainian Academic Society e.V.