



# Digital International Trainers (DIG.INT)

## Result N. R4.1

### *Guidelines for the development of an Internationalization Plan*

### *Work package 4*

## DOCUMENT IDENTIFICATION

<b>Document Title</b>	Guidelines for Internationalization Plans for VET Providers Organizations
<b>Project Name</b>	DIG.INT – Digital International Trainers
<b>Project Number</b>	2022-1-IT01-KA220-VET-000089459
<b>Applicant</b>	CIS – Scuola per la Gestione d’Impresa
<b>Project Manager</b>	Matilde Valcavi, CIS – Scuola per la Gestione d’Impresa
<b>Doc. Version</b>	1
<b>Date</b>	04/11/2024

## VERSION HISTORY

<b>Version</b>	<b>Contributor(s)</b>	<b>Contribution</b>
01.10.2024	Hans Vasse, JVB – Jan Van Brabant College	First draft of document structure and content
21.10.2024	Claudio Dondi, CIS – Gestione d’Impresa	Contributions to the structure
21.10.2024	Matilde Valcavi, CIS – Gestione d’Impresa	Contributions to the structure and layout
04.11.2024	Matilde Valcavi, CIS – Gestione d’Impresa	Layout and graphics

## INDEX

1. Introduction to the Guidelines for Internationalization Plans.....	4
2. Guiding Principles for Developing Your Internationalization Plan .....	4
3. Structure and Key Components of the Internationalization Plan .....	5
4. ANNEX: Roles and Responsibilities of the Internationalization Coordinator .....	10

# 1. Introduction to the Guidelines for Internationalization Plans

The **DIGINT project** (Digital International Trainers) is designed to support educational institutions and other organizations in enhancing their internationalization strategies through the use of digital tools and collaborative frameworks. The aim of the project is to provide a structured approach to developing, implementing, and improving internationalization plans within organizations. By leveraging tools such as the **benchmarking tool**, the **competence framework**, and the **report on internationalization achievements** (produced in October 2023), partners can assess their current standing and rework their strategies to better align with global standards and opportunities.

These **guidelines** serve as a foundational document to aid partners in drafting and refining their internationalization strategies. The collective results of the benchmarking exercise, which compares organizations' current performance in a European context, should be the starting point for shaping the plan. The ultimate objective of these guidelines is to provide a clear and actionable framework for partners, helping them translate their organization's vision and mission into measurable outcomes and impact over the next four to five years.

Key Considerations:

- The guidelines are not meant to be prescriptive, but rather provide a **flexible framework** to guide the drafting of an internationalization plan that reflects the unique needs and ambitions of each organization.
- The plan should be **clear, structured**, and written with a view to being actively used and **updated over time**, rather than becoming a static document.
- **Stakeholder engagement** is crucial; regularly discussing the plan with internal and external stakeholders will help refine its objectives and ensure shared ownership of the internationalization process.

By following these guidelines, organizations can create ambitious yet realistic internationalization plans that contribute to their long-term growth and their students' and staff's global competences.

## 2. Guiding Principles for Developing Your Internationalization Plan

Guidelines are meant to give guidance on the topic described in the plan for a certain time. The mission or vision of the organization is translated into concrete outcomes (impact). Besides that, the plan provides possible answers on how to achieve those outcomes.

Please take the following into consideration:

- Your internationalization plan is supposed to be a guideline, not a piece for the drawer. Make it readable, structured and avoid unclear language. Your piece has to last about four to five years.
- If you use documents to refer to please attach them or take a link to the document up in your text.
- The internationalization plan is part of the overall vision and strategy of your organization. Make sure that the things you describe march with this view and do not collide. If there is a conflict of interest, solve it before you write the plan.
- Your plan must of course be in line with the local or national legislation. Inform yourself about these criteria before you start writing. Is your school a member of an organization that involves internationalization, what are the requirements you should meet and how are they checked?
- Regularly discuss the things you put in the internationalization plan. Share the ownership of the ideas in the plan by asking feedback. Use feedback to update the plan.
- A good internationalization plan radiates some ambition but not too much. The plan must be doable but can be exciting.
- An internationalization plan runs for about 4-5 years. Attach to the plan a scheme of activities that lead to the desired impact.

### 3. Structure and Key Components of the Internationalization Plan

Below you will find a structure for the internationalization plan. Some of the chapters might be less relevant for your organization. Feel free to skip those after asking yourself why they are not relevant for your organization. It is advisable to first read the order of the topics so that you know where to place your thoughts and brain waves.

#### 1. Introduction:

- What document is your audience reading? How long is the plan valid?
- Why an internationalization plan? Where does it link on to the vision of the organization? Which parts of the learner profile of your organization does it cover? (e.g. your organization wants to deliver students that are open-minded).
- What kind of organization are we talking about: number of students, number of employees (approximately) Member of various networks.
- Brief history if relevant.

## **2. The mission statement of the organization**

- How does internationalization fit in with the mission statement?

## **3. Goals**

- What are the most important things you want to achieve during the term of the internationalization plan?

## **4. Internationalization at Home and Global citizenship**

- Where and to what extent can you include internationalization in the current curriculum?
- Is it a responsibility for a VET school to have GC in the curriculum? How is GC being taught in your organization? How is it validated? How is GC linked to internationalization?
- Is there a study program in collaboration with partner training organizations abroad?

- **Priorities for development**

- **Activities and Measures**

- Which activities do you propose to change the situation?
- What is your strategy? How will you start and what will come next?
- *Who is responsible for the execution?*

## **5. International partners**

- How will you find and select your partners?
- Which countries offer the best learning opportunities or suit your goals best?
- How will you communicate?
- Where will you stay? (home stay, group accommodation, hotel?)
- Is it a suitable partner for learners or staff?
- How many partners do you need to reach your goals?

## **6. Student mobility**

- What is the purpose of the student mobilities? Team building, work experience?
- How high is the accompany rate (since mobile phone it is usually 1: 12-15)
- Will students travel solo or in a group?
- Is student mobility obligatory?
- Who is responsible for the placement of students with foreign partners?
- Internship abroad?

- Foreign company internship?

## **7. Staff mobility**

- Will you offer and promote staff mobility?
- How is the substitution of travelling staff organized?
- How are the results of staff mobility shared within the organization?
- How is staff mobility funded? Does staff contribute financially?
- Can staff mobility take place during holidays or bank holidays?
- Foreign company experience?

## **8. Virtual mobility development (*optional*)**

- What opportunities exist for virtual mobility in your organization?
- Are there partnerships that allow students and staff to engage in virtual exchanges with international counterparts?
- How can virtual mobility complement physical mobility or offer alternatives to those unable to travel?
- How will virtual mobility initiatives be integrated into the curriculum or professional development?

## **9. Role in Erasmus and other international Erasmus (*optional*)**

- Is your organization currently involved in Erasmus+ or other international educational programs?
- What role do these programs play in your overall internationalization strategy?
- How does participation in these programs support your internationalization goals?
- What opportunities for growth exist within these programs?

## **10. Recognition of credits and diploma achievement abroad (*optional*)**

- How does your organization ensure the recognition of credits earned by students abroad?
- Are there systems in place for evaluating and transferring international academic achievements?
- What is the process for verifying and accrediting learning outcomes from international programs?

## **11. Partnership with local companies for international investment in kind (*optional*)**

- How can local companies support your internationalization efforts?

- Are there opportunities for international collaboration that can be facilitated through local companies?
- How can you leverage local industry connections to provide international opportunities for students and staff?

## **12. Organization**

- How is the internationalization team organized? (Position and role in the organization)
- How big is the team?
- What are the responsibilities, targets and KPI's (Key Performance Indicator)
- How is this validated?
- How do you organize the team?
- **Areas for development**
  - Which development do you think is necessary for a strong internationalization program at your organization?
  - Where do you want to be in five years' time?
- **Activities and Measures**
  - Which activities do you propose to change the situation?
  - What is your strategy? How will you start and what will come next?
  - Who is responsible for the execution?

## **13. Human resource development and recruitment for internationalization**

- Which skills do the members of the internationalization team require? To what level?
- In which networks do you want to be active?
- How do you ensure the quality of the offered activities?
- On which basis do you choose foreign partners? How do you set up a sustainable relationship with good partners?
- **Areas for development**
  - Which development do you want to achieve in the next 5 years to increase the quality of the internationalization program?
- **Activities and Measures**
  - Which activities do you propose to improve the situation?
  - What is your strategy? How will you start and what will come next?
  - Who is responsible for the execution?

## **14. Human PR and communication**

### ***Internal***

- How do you communicate about activities within the organization?
- How do you communicate about results from internationalization activities with learners, parents, colleagues?
- How do you create a clout for internationalization activities?

### **External**

- How do you get the right publicity for your organization about internationalization? (website, socials, other schools in the area)
- **Areas for development**
  - Which development do you think is necessary for effective communication about internationalization?
  - Where do you want to be in five years?
- **Activities and Measures**
  - Which activities do you propose to change the situation?
  - What is your strategy? How will you start and what comes next?
  - Who is responsible for the execution  
(Make the results visible Photos, posts, clicks for the school community)

## **15. Finances and budget**

- Describe the current situation. How is internationalization funded currently?
- Is the budget sufficient?
- Does the organization take part in grant programs? Whose task is it to organize that? Is it on a no cure no pay basis or does the applicant get a reward regardless of the outcome being positive or negative?
- Do learners pay a contribution for internationalization? Is it a voluntary/obligatory part of the curriculum?
- How is accompanying / organizing staff facilitated?
- How is the coordinator / team internationalization facilitated?
- Does the coordinator have his/her own office/computer?
- Are the activities open for all or to some learners?
- **Areas for development**
  - Which development do you want to achieve in the next 5 years to secure the budget of the internationalization program?
- **Activities and Measures**
  - Which activities do you propose to improve the situation?
  - What is your strategy? How will you start and what comes next?
  - Who is responsible for the execution?

## ANNEX

### Roles and Responsibilities of the Internationalization Coordination Team

The tasks of the internationalization coordination team are:

- Writing and maintaining the policy regarding internationalization.
- Plotting a strategy within the vision of the institute to achieve the desired goals.
- Creating an activity plan to achieve set objectives.
- Annually revise the above mentioned documents.
- Ensuring the sustainable continuation of the committee and internationalization policy.
- Integrating the internationalization policy with the existing policy/departmental plans.
- Integrating the internationalization plan with the citizenship education plan.
- Keeping track of regulations regarding internationalization subsidies.
- Supervising the expenditure of subsidy funds and consulting with the financial administration and the campus director, who holds the final responsibility for the budget.
- Periodically writing project proposals for subsidy applications, as described in the internationalization plan.
- Supporting a collaboration project in cooperation with or at the request of a project coordinator and foreign colleagues.
- Attending international meetings.
- Evaluating the progress of ongoing projects with the relevant institutions/stakeholders.
- Creating a final evaluation of completed projects in cooperation with the project coordinator.
- Searching for suitable partner schools and collaborations.
- Maintaining contact with existing partner schools.
- Maintaining contact with fellow coordinators both domestically and abroad.
- Representing the institution in relevant networks.
- Providing tools to improve the quality of education through internationalization.
- Inspiring colleagues to engage with internationalization.
- Defending the position of internationalization.
- Making internationalization visible within the school.
- Being the point of contact for colleagues with questions about internationalization.
- Helping colleagues realize their wish to internationalize their curriculum.
- Archiving completed projects for visitations or audits.
- Acting as the point of contact for the National Agency and/or visitation committee.

- Acting as the contact person for regional organizations regarding internationalization.
- Acting as the contact person for National Agency project staff regarding ongoing and completed projects and their dissemination.
- Chairing the internationalization committee in the organization.
- Validating the learning objectives of internationalization.
- Chairing or participating in international project meetings.
- Organizing exchanges and activities in the region and abroad.
- Communicating about learning outcomes of internationalization to colleagues, parents and learners.

#### Essential Qualities of an Internationalization Coordinator:

- **Organizational Insight:** Insight into organization and tasks in an international context, independent of national frameworks.
- **Internationalization Expertise:** Understanding the applications and possibilities of internationalization for education and its integration into education (applying for and justifying subsidies).
- **Broad Theoretical Knowledge:** Strong theoretical knowledge of education and socio-cultural/international aspects within it.
- **Policy Development Skills:** Skilled in developing and implementing policy and gaining support for it.
- **Networking and Collaboration:** Skilled in developing and maintaining networks and establishing effective (international) collaborations.
- **Project Management:** Skilled in developing and managing projects.
- **Multilingual Proficiency:** Good command of the mother tongue and English, German, French, Spanish, Italian is a plus.
- **Diplomatic and Social Competence:** Socially adept, diplomatic. Skilled in maintaining personal networks.
- **Leadership in International Meetings:** Negotiator in an international context and chairperson of international meetings.
- **Public Speaking and Representation:** Skilled in spontaneous speeches/thank-yous in an international context.
- **Willingness to Travel:** Open to traveling for international engagements and collaborations.
- **Ambassadorship:** A courteous guest and a good host/hostess, ambassador of the organization.