



ORTA DOĞU TEKNİK ÜNİVERSİTESİ
MIDDLE EAST TECHNICAL UNIVERSITY



INTERNATIONALIZATION STRUCTURES, STRATEGIES AND PRACTICES @ METU

Dr. IBRAHIM YORGUN
DIRECTOR, INTERNATIONAL COOPERATIONS OFFICE

THEME: Institutional Structures of Internationalization



☐ Internationalization @ a Glance



☐ METU's Internationalization Strategy: Highlights



☐ Overall Structure of Internationalization @ METU: Existing Situation and Prospective Steps



☐ How ICO Operates



1. International Student Admission by ISO
2. Orientation Programs for Incoming & Outgoing Mobility Students by ICO

A much debated issue and a hot topic!

➤ **Internationalization of what?**

- **Individuals:** physical / virtual **mobility** (exposure)
- **Minds:** skills, knowledge, attitudes and values
- **Institutions:** creating an institutional **culture** that values internationalization
- **Curriculum:** international dimension in teaching and research

➤ **Individuals** is a necessity → therefore mobility!

- Some focus on the **individual (student) outcomes** rather than organizational internationalization with certain expectations such as: a globalized person must
- (1) be able to speak that many different languages with a certain level of proficiency
 - (2) have resided in at least this many countries, where the native language of the individual is not spoken for at least a year or so...

- **Process perspective:** integrating an international and intercultural dimension into teaching, research and service through a combination of activities, policies and procedures

« ... an **ongoing, future-oriented, multidimensional, interdisciplinary, leadership-driven VISION** that involves many stakeholders working to change the internal dynamics of an institution to respond and adapt appropriately to an **increasingly diverse, globally focused, ever-changing external environment**» (Ellingboe, 1998)

➤ **How comprehensive is your approach in terms of depth and breadth?**

➤ **Quantity or Quality?**

E.g. from the Turkish context: XXX University Principles and Values (Strategic Plan 2015-2019):

- To secure a position among top 10 Turkish universities and among top 500 universities around the world in notable higher education ranking systems





ORTA DOĞU TEKNİK ÜNİVERSİTESİ
MIDDLE EAST TECHNICAL UNIVERSITY

**TOGETHER
WE CAN
CHANGE
THE WORLD**



Why do we seek internationalization?

Our approach is most akin to the **process perspective** which highlights the integration of an international and intercultural dimension into teaching, research and service through a combination of activities, policies and procedures.

We believe in the transformative power of international cooperation in higher education.

- International motto
- A worldwide network
- Improved and deepened research activities and outcomes
- Campus life transforming all members of the university
- Better equipped students & graduates: global skills for employability, cultural openness, a sense of global responsibility
- Rankings ?



- **Organizational adaptation** to an increasingly diverse and ever-changing global environment.
- It is not only the external environment but the internal environment that changes rapidly and becomes more and more diverse. One big factor for this change is the presence of international students & staff as well as local students and staff going international.
- The concept of university to be replaced by the concept of **multiversity**?
- The organization needs to adapt to the changing needs and demands of its members as well as external stakeholders, which requires **structural revision or change**.
- A structural approach must be based on a wider perspective rather than day to day activity perspective. Thus it is closely related with developing and implementing an **institutional strategic plan**.
- Structure should be planned carefully as it can inhibit or facilitate the strategies determined to promote internationalization.

* Internationalization of Universities: A University Culture-Based Framework Author(s): Marvin Bartell Source: Higher Education, Vol. 45, No. 1 (Jan., 2003), pp. 43-70.



STRATEGIC PLAN 2018-2022



INTERNATIONAL COOPERATIONS

GOAL 14: To develop a sustainable institutional structure compatible with internationalization

Objective 14.1: Coordinating all units involved in internationalization and ensuring institutional support to promote the establishment and development of international cooperation

Objective 14.2: Creating an on-campus database to document, archive, and make accessible the current experiences and processes related to internationalization

Objective 14.3: Ensuring that all communication of academic units, administrative units and student communities within the university take place in English, as well as in Turkish

Objective 14.4: Increasing the number of incoming and outgoing participants within the framework of international mobility

GOAL 15: To develop awareness of internationalization and multi-cultural life experiences of all the university components

Objective 15.1: Organizing activities that will increase our students' awareness of multicultural life

Objective 15.2: Organizing activities to increase METU faculty members' and staff's awareness of and skills related to multiculturalism and internationalization

Objective 15.3: Increasing international students' satisfaction about interacting with university components



- ❑ A specific focus on increasing the **quality of internationalization**.

Targets and What We Do

- ❑ Effective coordination of different units that now work towards internationalization separately: «**METU Global**» to re-structure internationalization university-wide
- ❑ Achieving online archiving and data-mining: **AVESIS** and **Global Engagement Platform**
- ❑ Ensuring all communication on campus in the English language: a translator under the President's Office has been recruited for this purpose and all official announcements and communication of higher administration are bilingual now
- ❑ Increasing awareness of multiculturalism and internationalization among METU students, teaching and administrative staff:
 - **International Staff Training Weeks:** Hosted 210 participants so far and enabled METU staff and international participants learn from each other.
 - **Intercultural competency training** primarily for administrative staff's professional development.
 - Allocating more of our mobility budget for **outgoing staff mobility** especially for training mobility.





**INTERNATIONAL
COOPERATIONS
OFFICE
(ICO)**

**REPORTING TO THE PRESIDENT'S
OFFICE**

- * **Mobility** Programs
- * International **Internship** Opportunities
- * International Visiting **Scholars**
 - * Bilateral **Agreements**
 - * **Project** Development
- * International **Promotion**
 - * Hosting **Delegations**
- * **Networks** (UNICA, ITRU ...)



**INTERNATIONAL
STUDENTS
OFFICE
(ISO)**

**REPORTING TO THE REGISTRAR'S
OFFICE**

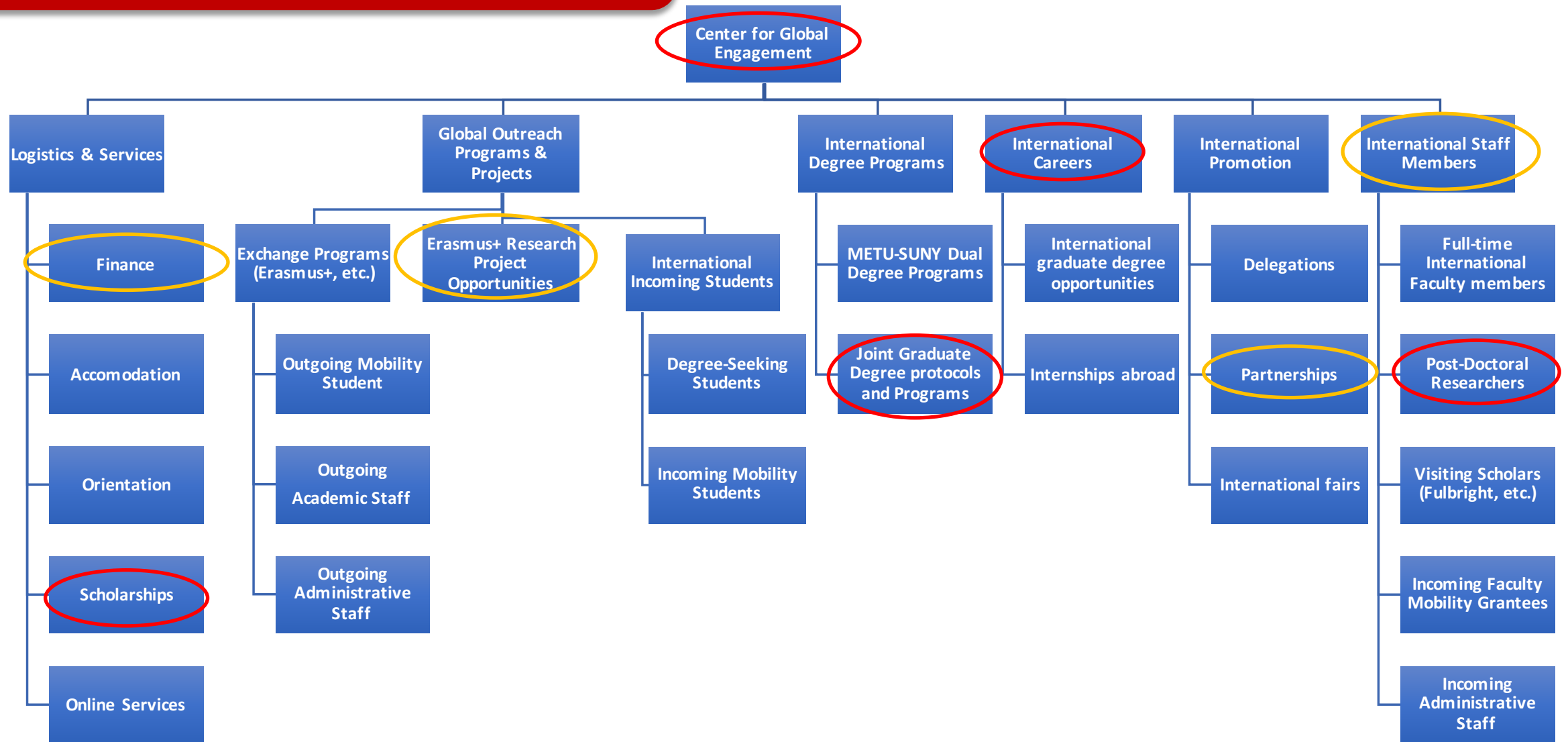
- * **Degree-Seeking** International Students:
 - 1.Application
 - 2.Assessment & Admission
 - 3.Registration
- * **Guidance and Counseling**



- * Faculty Members
- * Registrar's Office
- * Accommodation & Housing Office
 - * IT Center
 - * Health Center
- * Center for Advancing Learning & Teaching
- * Student Clubs (ISEN & MISA)



Strategic Organizational Planning: “METU Global”



**Vice President for Research, Innovation & Internationalization
Institutional Coordinator**

Mobility Commission:
(stakeholders & decision making mechanism)
Representatives from

- 5 Faculties
- 5 Graduate Schools
- School of Foreign Languages
- Departments of Turkish Language and Music & Fine Arts
- Registrar's Office

Policy Document: University *Mobility* Directive

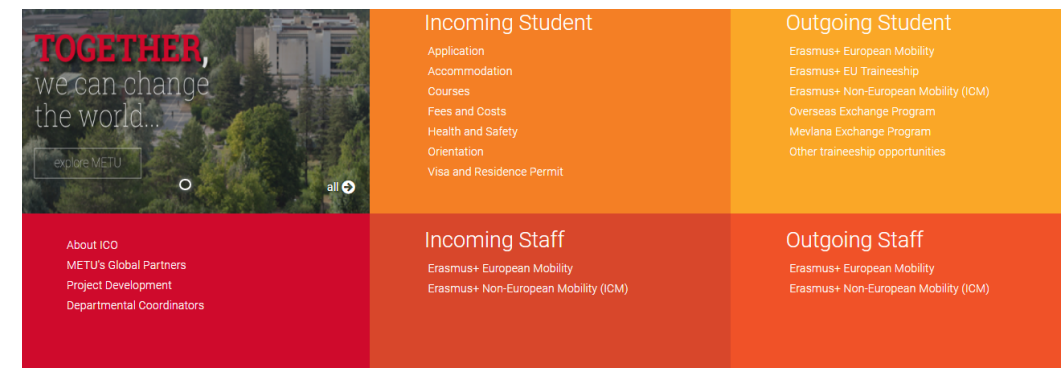
Exchange Program Coordinators (academic):
~ 80 coordinators in ~ 60 different discipline

Policy Making Authorities & Executive Bodies:

- EU Commission
- Turkish National Agency
- Turkish Council of Higher Education

International Cooperations Office:
ico.metu.edu.tr

- **International Engagements and Partnership Development**
- **International Initiatives and Project Development**
- **Finances**
- **European Mobility Team**
- **Overseas Mobility Team**

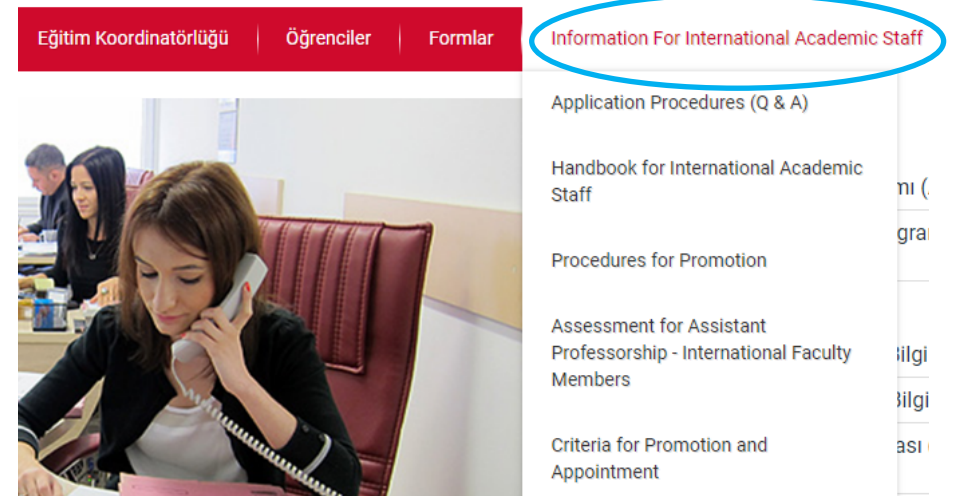


Orientation and adaptation of int'l students:

- ❑ Center for Advancing Learning and Teaching provides seminars on culture shock at the beginning of the semester and offers academic & psychological counselling throughout the semester. Support for advanced learning atmosphere
- ❑ ISEN & MISA student clubs cooperate with ICO and ISO for orientation program and provide logistical and cultural support and activities for int'l students throughout the semester.

Pre-departure orientation of outgoing students:

- ❑ Center for Advancing Learning and Teaching provides seminars on culture shock.
- ❑ Academic Writing Center offers services for writing letters of intent or preparation of application portfolio.



International Staff and Scholars (long-term):

HR Office provides bureaucratic support such as application for work permit, academic development program, etc.
Housing Office provides on-campus accommodation and usually furniture.

IT Center helps internationalization infrastructure go digital!

All international students and staff benefit fully from METU's **Health Center**.

Faculty members provide academic advice for both incoming and outgoing mobility students and degree-seeking int'l students.

They also support ICO in such activities as developing intercultural awareness training for METU's administrative staff and local students.



International Cooperation at METU



1

1992

Establishment of International Relations Office (IRO):

- **Mobility** programs mainly with USA, Canada, Australia, and Japan
- Orientation and socio-cultural events for **international degree seeking students**

2

1996-2001

Short-term academic programs for partners:

- Meiji University (Japan) in *"Anatolian Architecture"*
- Darmstadt University (Germany): *"Mathematics and Education"*
- Tyler Junior College of Texas (USA): *"Comtemporary Turkey"*
- Agreement with University of California in EAP system & first formal incoming student orientation program.
- **First exchange agreements w/ British & German universities**





International Cooperation at METU



3

2003

METU was awarded as one of the few Turkish universities in the “Pilot Project” of Socrates **Erasmus** Program

4

2007-2014

Erasmus Program → LLP Program

5

2007-2012

Cornerstone: Project partner in **6 lots** in Erasmus Mundus External Cooperation Window (**EM ECW**)

Outcomes of EM ECW:

- Mobility with 30 countries (Asia, Central-Asia, Middle East, Balkans, Eastern Europe)
- Exchange students at all levels and international students for graduate degree programs
- Post-doc researchers and short-term lecturers
- Raised more than 500.000 € in 5 years





International Cooperation at METU



6

2013

Participation in THEC (YÖK) Mevlana program
(for countries not included in EU mobility programs)

7

2014-2021

Erasmus+ Period

- Mobility in the field of Higher Education

☐ **KA103 Erasmus with program countries**

- 720.000 € in 2015-2017 project year
- 1.007.800 € 2019-2021 project year
- 40% budget increase in 4 years

☐ **KA107 Erasmus with partner countries**

- 2.630.000 € in 2015-2017 project year
- 687.835 € in 2018-2020 project year
(a more or less stable amount of funding secured by METU every year)
- Created a wealth of 175 partners in 42 different countries all around the world in 4 years





**ERASMUS
INTERNATIONAL CREDIT
MOBILITY**

KA107

**ERASMUS
INTRA EUROPEAN
MOBILITY**

KA103

**OVERSEAS
EXCHANGE
PROGRAM**

**MEVLANA
EXCHANGE
PROGRAM**

- Student mobility
- Staff mobility for teaching
- Staff mobility for training



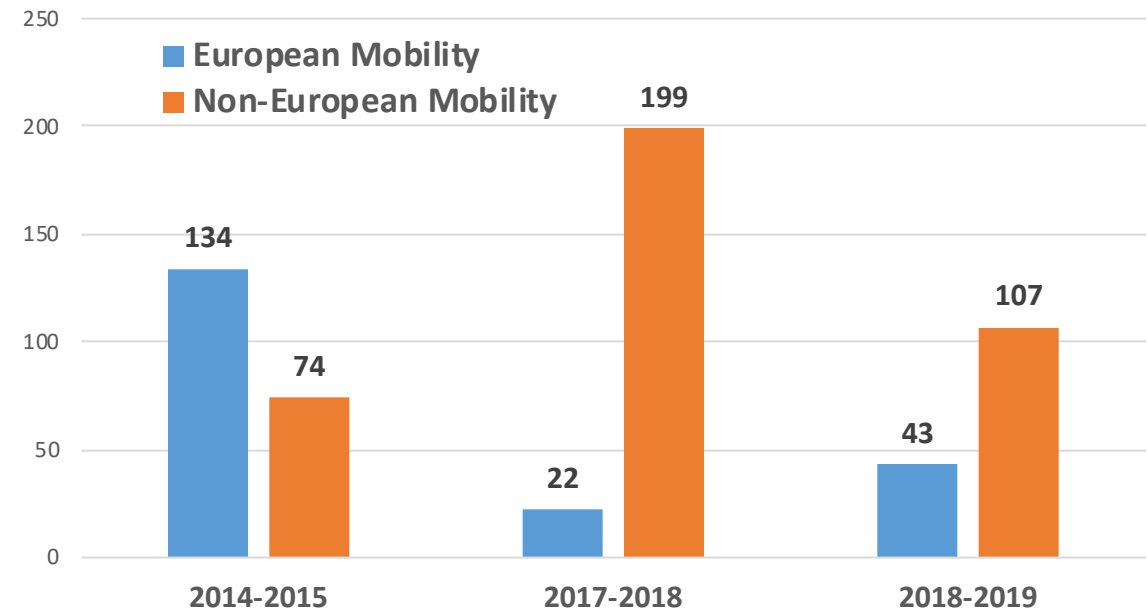
CURRENT NUMBERS

OUTGOING 2018-2019				
	European Mobility	Non-European Mobility	Internship	TOTAL
Students	372	17	158	547
Staff (Teaching)	22	25	NA	47
Staff (Training)	15	14	NA	29

INCOMING 2018-2019			
	European Mobility	Non-European Mobility	TOTAL
Students	43	107	150
Staff (Teaching)	9	15	24
Staff (Training)	3	38	41

INCOMING STUDENTS

	European Mobility	Non-European Mobility	TOTAL
2014-2015	134	74	208
2017-2018	22	199	221
2018-2019	43	107	150



OUTGOING

1. Study Mobility Application and Selection

~ 1.000 applications per year

- Erasmus Intra-European, ICM, Overseas Exchange
- Mevlana (*missing*)

2. Internship Mobility Application and Selection

~ 200 applications per year

- Erasmus Intra-European

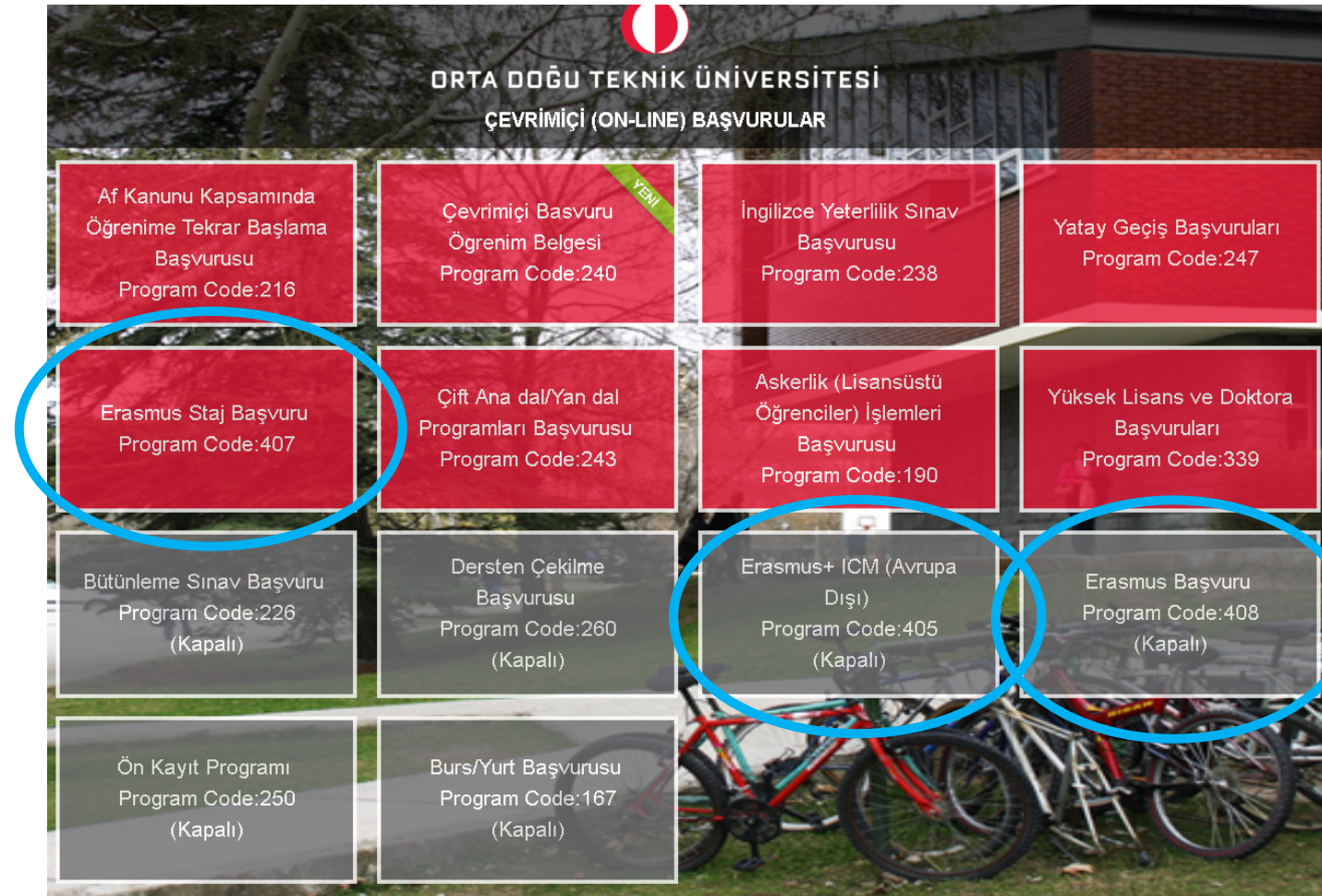
3. Teaching & Training Mobility (*missing*)

INCOMING

1. Nomination and Application Platform

2. Course Registration Platform

- Saves time and energy
- Effective communication with applicants
- Student access to crucial information
- ICO access to students' information
- Information about partners and keeping track of protocols for student mobility
 - University – Country – Capacity
 - Restrictions of partner universities

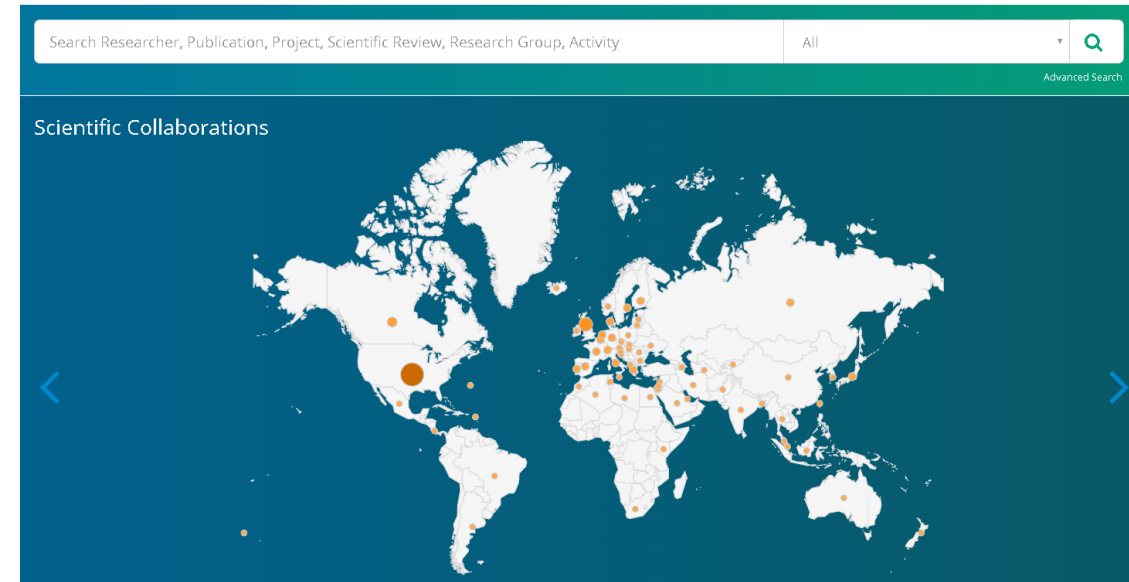


- ❑ **AVESIS:** Research Information System **recently launched** and data being uploaded.

Provides online access to information about international research collaborations and joint publications of faculty members, their educational backgrounds, etc.

- ❑ **Global Engagement Platform (GEP):**
to be developed as a comprehensive online platform which will combine separately existing online tools for internationalization such as:

- 1) **Faculty members:** AVESIS + universities where academic visits have been spent, international staff who have been to our campus for academic activities, partner institutions and researchers involved in jointly run int'l projects
- 2) **Degree-seeking students:** countries of origin, departmental distribution
- 3) **Mobility students:** data about participants of mobility programs, int'l summer schools, cultural events, short-term academic programs
- 4) **Alumni:** universities in which they pursue further academic studies
- 5) **Administrative Staff:** data about incoming & outgoing staff who have participated in mobility programs
- 6) **Protocols**



谢谢您!

Thank You

Danke

Dziękuję Ci

Teşekkür Ederim

