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Welcome to session

REVAMP YOUR IR OPERATIONS: THE KPIS QUESTION

Thursday, 17 September 2015, at 10 am - Crowne Plaza, Level 0, Argyle 1

KPIs used in your international/international relations office

- The question of how to assess International Relations objectives is complex and leads to a range of interpretations and positions.
 - what KPIs to set along vision & mission;
 - how to evaluate activities and projects that may result in indirect rather than direct or immediately tangible benefits for the university.
 - Is IR a strategy or operational activity or both?

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Set-up decisions

- strategic international orientations and their link to KPIs used international/international relations office
- the structure in which this operates (including possibly partnerships, mobility, recruitment, research, or all of these areas and more, or only one or two).

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Structure in which International Office operates

- Does it include partnerships, mobility, recruitment, research, or all of these areas and more, or only one or two?
- Does your organisation **balance efficiency and the need for change to achieve optimal long-term performance** (Baden-Fuller & Volberda, 1997; Uotila, Maula, Keil & Zahra, 2009)?
- How is this concurrent with **resources that are not unlimited to the organisation** (March, 1991) ?

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Strategic international orientations

- Literature claims: the more **experienced the organisation is with internationalization**, the less the perceived cost:
- The **dynamic** organisation will know how to make sense of external knowledge, assimilate it, and integrate it with the rest of the organization on a perpetual basis
- **KPIs will measure various variables to ensure qualitative and quantitative objectives are reached**

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Essential IR-defining questions for HE

- Who are you?
- Where are you heading?
- How are you heading there?
- What role does International play in the above?
- What is the related resources and assets structure?

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Growing Esteem is the University of Melbourne's strategy for fostering high regard and for making a distinctive contribution to society

WHERE IDEAS COLLIDE



aspiration to be counted among the finest universities in the world, and identified the need for an in-depth review of research strategy, while also emphasising the importance of engagement in enriching and shaping research and teaching.

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Investigation & discussion

- **Is the International/IR portfolio a cost- or profit-centre?**
- What benefit may stem from intersecting international business theory and HE practice of internationalisation?
 - Structural organisation and its change that unfolds and **refreshes** over time along with a series of strategic opportunities that arise or are created both at the organisational level and at local units (Tushman et al., 2013)
 - **path-dependent process of opportunity development and venturing abroad activities** (Chandra, Styles & Wilkinson, 2012; Vahlne & Johanson, 2013),
 - **Frequency** of KPI redefinition or adjustment

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Striking the right balance....

- Overemphasis on **experimentation and renewal** processes may result in the waste of resources on activities with very limited return.
- Conversely, overemphasizing efficiency may hinder the firm's **learning and capability refreshment**, leading to outdated business practices that are detrimental to its long-term performance: success from current activities brings inertia and conservatism into an organization (Tushman & O'Reilly III, 1996: 28)

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Panel speakers

- Prof Dr Gabriele Suder, Director International Relations, The University of Melbourne,
- Professor Gordon W.H. Cheung, Associate Vice-President, The Chinese University of Hong Kong
- Prof. Anne Pakir, Director of International Relations Office, NUS
- Tayyeb Shah, Director of International, King's College London

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Final thoughts

- THE IMPORTANCE OF INTERNATIONAL/IR REACHES WELL BEYOND STUDENT RECRUITMENT, MOBILITY OR AGREEMENTS FORMALISATION

KPI: SET IN LINE WITH VISION AND MISSION, AND WITH STRATEGIC INTENT TO USE IK AS A VECTOR FOR STRATEGIC RENEWAL

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