



Al -Hussein Bin Talal University

AHU Internationalization Strategy

2015-2019

Planning, Information and Quality Unit

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Introduction

Quality reform in higher education is a national priority across Jordan. The goal of education has evolved from simply increasing literacy levels to improving quality standards and developing knowledge - based economies in Jordan. These expectations for elevated quality and performance are prompting higher and vocational education leaders to think creatively about how their people, processes, and technology can work together more efficiently to support their institutional goals.

AHU is dedicated to building a learning environment that helps develop future leaders who are committed to enhancing both their community's culture and learning values. AHU strives to provide a learner – centered approach that helps students develop independent critical thinking skills. This approach helps students be more successful in their studies as well as their professional and personal lives and gives them the support they need to become well – rounded leaders and entrepreneurs. AHU can help students during this time of dynamic change by providing advanced technology - based teaching and services that help simplify operational processes and help students' success through providing an interactive education not memorizing.

Today's knowledge revolution is not about how much information is available to us. It is about how fast knowledge can travel through vast, connected networks of people – and how exponentially it can grow. AHU is more flexible and sustainable to evolve its digital learning environment content while continuing to meet the needs of its increasingly diverse stakeholders.

AHU is planning to build a resource planning platform that can help create an integrated digital campus that makes it easier for inter – communication, find information faster and accomplish any task, from engaging prospects to paying tuition to cultivating alumni. This commitment requires to secure financial and physical resources to achieve this goal. AHU is striving to provide greater openness and connectivity between colleges and across departments, enabling them to improve students success by engaging them effectively.

Overview

AHU strategic plan 2007-2011 has served the university well. Its statement of international purpose and objectives remains valid and provides a strong base for continuing the momentum and progress in internationalization that has been achieved over the past five years. A new AHU internationalization strategy 2015-2019 provides an excellent opportunity for the University to re-focus and refine its internationalization strategies as we move forward to achieve the vision of ‘being a leading university of education, and ‘advancing knowledge and learning to progress the professions, industry and communities.

The AHU internationalization strategy recognizes that the environment in which it operates is a global one. People, knowledge and resources now move freely across borders. Because we now operate in a global environment we need to be part of the global market for knowledge if we are to build our reputation and standing in research and teaching. We need to internationalize if we want to attract the best students and staff to our campus and to expand the pool of potential research funding to improve our research rankings. We need to take advantage of the possibilities that international partnership brings to building our capabilities and leveraging our reputation. Finally, we need to use our resources in a way that will aid the development of a peaceful and civil society throughout the world.

In order to achieve its goal of being an international university of education, university needs to embrace the possibilities that internationalization offers. These possibilities include opportunities for international collaboration in research and teaching; for enriching campus life and experience through a diverse international staff and student body; and for harnessing new ideas from all over the world to create an exciting scholarly environment. Globalization also entails new responsibilities for the university to ensure that students and staff are equipped with the global skills and intercultural competencies that will be required of them to operate in an international environment. In a practical sense and in line the institutional strategic plan this means,

1. Building a strong network of strategic partnerships around the world.
2. Leveraging our research through international research collaboration and joint research training.
3. Internationalizing the curriculum and building the intercultural capabilities of our students and staff.
4. Improving the student experience by providing opportunities for all students to gain some international and intercultural experience during their degree program.
5. Improving the campus experience of our international students.
6. International service that contributes to the global community and enhances the life experiences of the university community.

I. Mission

The Mission statement in “AHU Strategy: 2015-19” provides the architecture for this internationalization strategy which sets forth a series of steps to enable the University to reinforce and expand the international reputation of the University in all its endeavors. “AHU is an educational and research-led institution pursuing learning, scholarship and research, and advancing and disseminating knowledge. The University is committed to working closely with its students, business, government and civil society to transition knowledge to the benefit of humanity”.

II. Vision

To contribute to ensuring AHU is recognized as an international institution in high quality learning, teaching, research and enterprise.

III. Strategy

AHU is ideally positioned to build upon its portfolio of internationalization activities to create a holistic internationalization strategy impacting on, and driven out of, the full range of University activities. The strategy specifically interfaces with the University Learning and Teaching, Research, Enterprise and Alumni strategies.

IV. Goals:

1. To achieve impact through international partnerships

This will be delivered through:

- a. to be an active member of the University Global Partnership Network.
- b. engaging with bilateral partnerships to further the AHU student and staff experience, enhance research potential and maximize opportunities for new teaching interactions.
- c. leveraging maximum benefit from existing partnerships.
- d. strategic engagement in capacity building partnerships with target regions/countries.
- e. developing robust procedures for the approval and review of partnership agreements.

2. To achieve Impact through a diverse international student and staff body

This will be delivered through:

- a. ensuring that international student recruitment is diversified through a market- led approach.
- b. prioritizing strategic partnerships with academic institutions and scholarship providers (public and private) to attract high quality students.
- c. ensuring that AHU remains attractive for recruiting the highest quality international researchers.
- d. enabling student mobility opportunities and exchange activities.
- e. promoting opportunities for staff mobility to partner institutions to further the research and teaching profile of the University.
- f. promoting training opportunities for staff at partner universities.

3. To maximize impact through international research activities

This will be delivered through:

- a. ensuring effective communication of international funding opportunities throughout the University.
- b. strategic investment in research funding to pump prime projects involving key partners.
- c. ensuring key partnerships are used to leverage increased international research funding.
- d. increasing the volume of papers/articles published in high impact Journals co-authored with international partners.
- e. increasing opportunities for international students to study at AHU.

4. To enhance internationalization in learning and teaching

This will be delivered through:

- a. the availability of an expanded portfolio of courses appealing for international students.
- b. Working with the University's international students to improve further the international dimensions of teaching and learning.
- c. increasing use of international examples to illustrate learning concepts.
- d. expanding the range of dual degree programs with international partners.
- e. engaging with developments in the Arab Higher Education Area.
- f. expanding the opportunities for students to study or work outside Jordan as part of their degree programs. making use of programs such as Erasmus plus, DFG, and Fulbright whenever possible.

5. To achieve impact through international campus and transnational education activities

This will be delivered through:

- a. further strategic enhancement of activities at AHU Campus.
- b. the development of a transnational education strategy.
- c. The development of country/regional strategies to identify and prioritize new opportunities for transnational education.

6. To ensure the international impact of AHU is widely recognized

This will be delivered through:

- a. effective communication of international developments in research and teaching to internal and external stakeholders.

- b. maintaining a database of ongoing international activities within the university.
- c. effective engagement with the international agencies to facilitate and deliver the international agenda in each faculty.
- d. engaging with embassies and high commissions in the Jordan and abroad.
- e. engaging with key Jordan-based and international organizations, embassies and firms.
- f. engaging with international business partners especially in telecommunications, energy, renewal energy, and healthcare.
- g. involving international alumni groups in celebrating and broadening the University profile.

7. To ensure the presence of AHU ranking in international catalogue of universities

This will be delivered through:

- a. enhancing the volume of high impact, highly cited internationally co-authored research outputs.
- b. using a range of communication and marketing vehicles (such as e-newsletters; web-based showcasing, international partner engagement; attendance at embassy events and other international events; engagement with key international organizations; oral and poster presentations at high impact international events) to raise the profile of AHU in the International community.
- c. maximizing the added value of staff visits to partner organizations to showcase the research, enterprise and teaching and learning strengths of AHU.

V. Internationalization action plan

1. We will provide easily accessible information about the range of our international activity and what we offer.

As priorities, we will:

- a. develop web-based materials to act as a gateway to the international aspects of AHU, covering areas such as research databases; graduates and affiliates; academic engagement and expertise; and student resources; and
- b. develop our alumni network further so that they can help form networks and contacts and build reputation in key countries and regions.

2. We will offer a learning and living experience that explicitly meets the needs and expectations of international as well as domestic students.

As priorities, we will:

- a. streamline and further professionalize recruitment and admissions processes for all undergraduate and postgraduate students;
- b. put greater investment into (and respond quickly and flexibly to) market research in priority countries;
- c. offer significantly more postgraduate taught places and work with each of the colleges and units to identify ways of meeting the targets set out in the University's • Strategic Plan, including identifying and agreeing appropriate incentives and removing barriers that may stand in the way of increasing our offer of good quality postgraduate programs and places.

3. We will best prepare our students to thrive in and contribute to an increasingly interdependent world.

As priorities, we will:

- a. establish an Institute of International Studies which will draw together and better highlight the wide range of international expertise that we have within the University;

- b. support domestic students in gaining greater international experience through a range of measures such as targeted scholarships; new links with international partners; and increased promotion of short-term programs; and
- c. offer more support on careers, including attracting internationally recruiting employers and identifying more international work placements.

4. We will focus on building strategic partnerships in a focused number of countries or regions.

As a priority, we will:

- a. focus our efforts where we think we can offer strong added value to our partners and/or where our engagement will contribute significantly to our overall aspiration of becoming a place of first choice in the minds of the students.

5. We will secure a greater volume of resources from international research partnerships and increase the use of our intellectual property worldwide.

As priorities, we will:

- a. provide pump-priming money for potential partnerships for large international research grants; and
- b. ensure strong links are maintained and enhanced with key external stakeholders that promote and fund international knowledge transfer.

6. We will continue to develop a strong international focus and awareness in all our staff and in all that we do.

As priorities, we will:

- a. embed the value attached to an internationally aware and focused approach in key measures, such as performance appraisal, promotion boards, pay reviews and leadership training; and
- b. seek to attract more international academic staff – reviewing and monitoring proportions at regional level; assessing talents; suggesting ways of enhancing attractiveness to potential applicants; and providing good support in post.

- c. respond swiftly and effectively to international student feedback to build on strengths and address priority areas of concern – starting with improving the accommodation service we offer; and
- d. Offer a range of international scholarships to try to ensure that we attract the best and the brightest international students who may be prevented from studying abroad due to resource constraints.

7. We will continue the internationalization of the Curriculum

Internationalization of the curriculum is an embedded feature of the AHU model of ‘global practice-oriented learning, which aims to strengthen graduate attributes for a global workplace by systematically embedding them into the curriculum. AHU should build on its already substantial accomplishments in internationalizing the curricula to ensure we:

- a. continue to progress internationalization of the curriculum in line with best practice across the university;
- b. build learning environments that enhance the global skills and intercultural capabilities of our students;
- c. maximize the opportunities for international students to participate and feel valued in the classroom;
- d. Explore ways for increasing the availability of foreign language study to undergraduate across the university and.
- e. Develop a pedagogy for curriculum internationalization that embodies inclusiveness and recognizes cultural difference.

Additionally with the growth in international load, the need for additional English language and learning support services to support international students must be a priority for the university if we are to provide the appropriate learning support needed to harmony student learning in the faculties and to build a reputation in the international student learning domain.

VI. Measures of success

We will report annually on our progress, drawing from measures including:

- Student surveys – National Student Survey and International Student Barometer.
- Share of international research grants.
- Brand awareness in countries and regions of strategic focus.
- Numbers and quality of international students – we have a target of recruiting a further international students within three years.

- Assessment of growth in gross value added from our international student activity.

VII. Conclusion

The aspiration and reach of this internationalization strategy is necessarily broad, as internationalization touches on a wide range of activity within the University. It is not something that can or should be set in stone –it will need to be refined in the light of what we learn as we take this agenda forward and take account of the inevitably fast-changing external context. Both of these factors mean that success will be dependent on the energy, goodwill and outward-looking attitude of colleagues throughout the University. Given that support and engagement, building on our existing international strengths and connections, we will be well on our way to deliver on our aspiration to become a place of first choice in the minds of the students.