



KONKUK  
UNIVERSITY

# How to Develop Internationalization Through Reorganizing, Integrating and Adjusting Works

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Konkuk University

Office of International Affairs

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- Which offices are related to Internationalization?
- What are their job descriptions?
- What are issues of those offices?
- How to solve these issues?
- Benchmarking data: 5 universities

# Work Assignment and Issues of Offices related to Internationalization

## Job Description

<b>International Affairs</b>	MoU development/International relations, Int'l admissions/Services, Int'l House
<b>Language Institute</b>	Education of Korean/Foreign Language
<b>Graduate School</b>	Int'l admissions and Student services, Int'l relations
<b>Colleges</b>	Education, Academic affairs, Registering courses, Scoring, Counselling
<b>Academic Affairs</b>	Academic affairs for Int'l students (transfer credits, graduation, certificate, etc.)
<b>Student Affairs</b>	Short-term study abroad programs, student ID
<b>Planning Office</b>	Budget and allocation of staffs, statistics

## Issues

- ◆ Related units are operated independently. Lack of cooperation and synergy among these offices
- ◆ Need closer cooperation and need to enhance synergy among these organizations to improve effectiveness and efficiency of internationalization work.
- ◆ Need integration or/and adjustment of organizations and their works to enhance cooperation and synergy

# Issues of Offices related to Internationalization

## Offices

<b>Language Institute</b>	<ul style="list-style-type: none"> <li>• Need closer cooperation in designing language courses</li> <li>• Need more cooperation for recruiting int'l students. Ex. Joint participation to educational fair</li> <li>• Organizational linkage between two offices to encourage students to apply undergraduate programs at Konkuk</li> </ul>
<b>Graduate School</b>	<ul style="list-style-type: none"> <li>• Awareness and impetus for internationalization is required but appears weak</li> <li>• The number of graduate students has been stagnant for many years, and the exchange program is not active.</li> <li>• Activities for recruiting graduate students are very poor / none</li> </ul>
<b>Colleges</b>	<ul style="list-style-type: none"> <li>• The role of each college is limited.</li> <li>• The management and support of international students in colleges is very important.</li> <li>• For further international exchanges, closer cooperation between Int'l Affairs and each college is needed</li> </ul>
<b>Academic Affairs</b>	<ul style="list-style-type: none"> <li>• Lack of academic support for int'l students</li> <li>• Need to develop English tracks and portal in English (Course Description in English etc.)</li> </ul>
<b>Student Affairs</b>	<ul style="list-style-type: none"> <li>• Duplicated in designing short-term study abroad programs with Intl' Affairs</li> <li>• Same or Similar format for dispatching short-term exchange students.</li> </ul>
<b>Planning/Budget</b>	<ul style="list-style-type: none"> <li>• Focus only the results and ranking. No mid or long-term plan for internationalization</li> <li>• Consistent support with long-term basis in designing internationalization of campus is needed.</li> </ul>

# How to solve?

## Offices related

Office	Issues	How to solve
<b>Language Institute</b>	<ul style="list-style-type: none"> <li>Independent Managing of Language Institute caused the following problems                             <ul style="list-style-type: none"> <li>- Lack of close cooperation with Int'l Affairs</li> <li>- Low ratio of applicants to undergraduate program at Konkuk</li> <li>- Duplication of recruitment activities in recruiting students</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Transferring Language Institute's works of recruiting, admissions and services to Int'l Affairs</li> <li>Only Language Institute keeps academic affairs after cooperation and integration between two organizations                             <ul style="list-style-type: none"> <li>- Vice Dean for Int'l Affairs can work also as a Dean for language center.(Chart 1)</li> <li>- Vice President for Int'l Affairs charges the position of Dean of Language Institute as well. (Chart 2)</li> <li>- Vice Dean takes charge of three teams. (Chart 3)</li> </ul> </li> </ul>
<b>Graduate School</b>	<ul style="list-style-type: none"> <li>Lack of recognition and driving force for Internationalization</li> <li>Few international activities</li> <li>Need more support for international students</li> </ul>	<ul style="list-style-type: none"> <li>Graduate school should establish internationalization strategy independently (locally)</li> <li>- Budget allocation for recruiting, PR, admissions and so on.</li> </ul>

# How to solve?

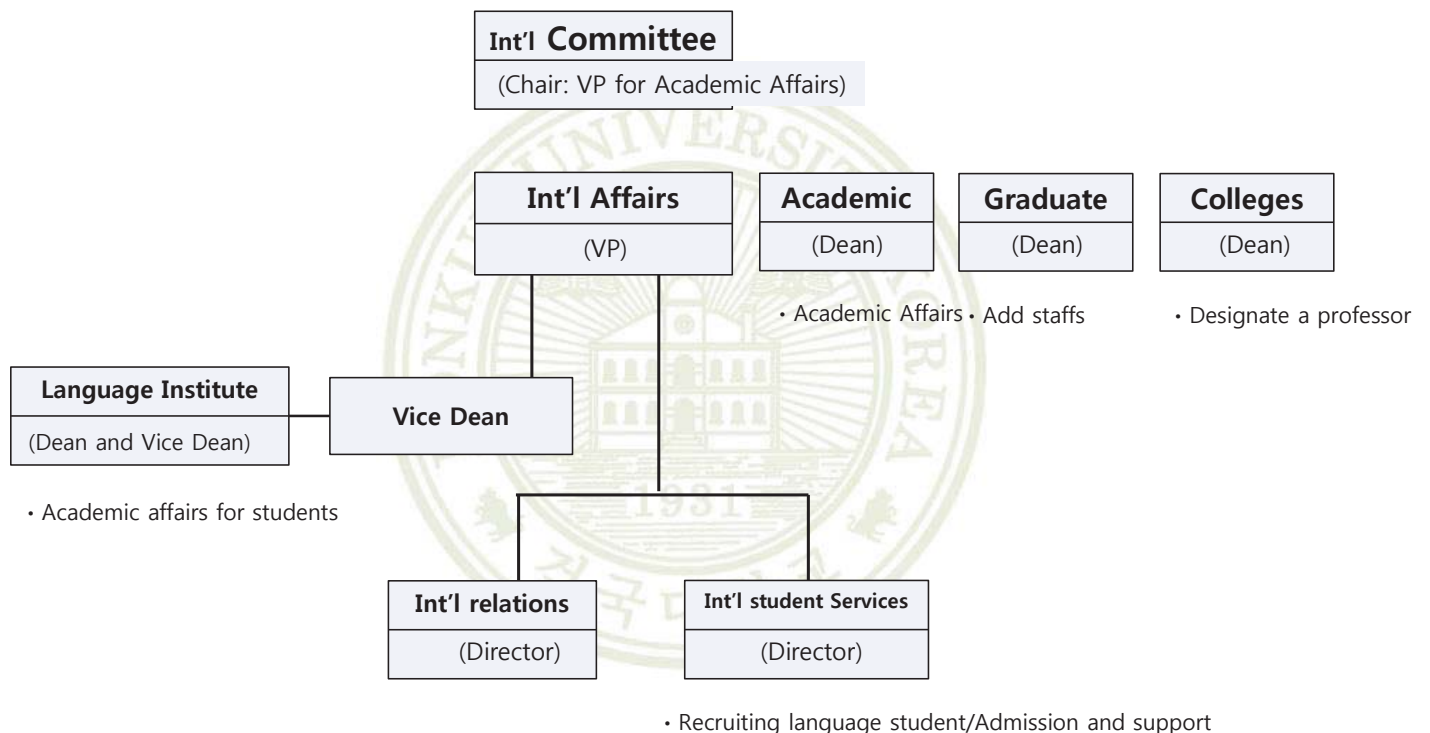
Office	Issues	How to solve
<b>Colleges</b>	<ul style="list-style-type: none"> <li>Lack of role in international matters. Need more attention for exchange and int'l students</li> <li>Lack of support system, budget and human resources for int'l students</li> <li>Need more attention from the professors and students</li> </ul>	<ul style="list-style-type: none"> <li>Designate a chief professor who is responsible for int'l matters</li> <li>Allocating budget for developing and operating int'l programs and events</li> <li>- budgets allocation for int'l students services (5% of the tuitions)-(Chart 3)</li> </ul>
<b>Academic Affairs</b>	<ul style="list-style-type: none"> <li>Lack of infra for int'l students such as English track and portal system in English</li> <li>Low priority</li> </ul>	<ul style="list-style-type: none"> <li>Personnel dispatch and recognition of work related to int'l matters                             <ul style="list-style-type: none"> <li>- responsible for int'l matters</li> </ul> </li> <li>Strategic decision by the committee for internationalization regarding current issues                             <ul style="list-style-type: none"> <li>- English track and portal in English</li> </ul> </li> </ul>
<b>Student Affairs</b>	<ul style="list-style-type: none"> <li>Need more cooperation and communication in designing short-term programs</li> <li>Recognition of numbers of dispatched students for preparing for ranking system</li> </ul>	<ul style="list-style-type: none"> <li>Strategic decision by committee regarding issues</li> <li>- Cooperation and communication between directors and staffs from each office</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>No plan for mid and long-term basis</li> <li>Consistent support based on long-term basis</li> <li>Top management's interest and encouragement</li> </ul>	<ul style="list-style-type: none"> <li>Strategic decision by committee regarding issues</li> <li>- Cooperation and communication between directors and staffs from each office</li> </ul>

\* Committee (Chair: Deputy VP, members: Deans for Academic affairs, Student Affairs, Graduate school, Int'l Affairs)

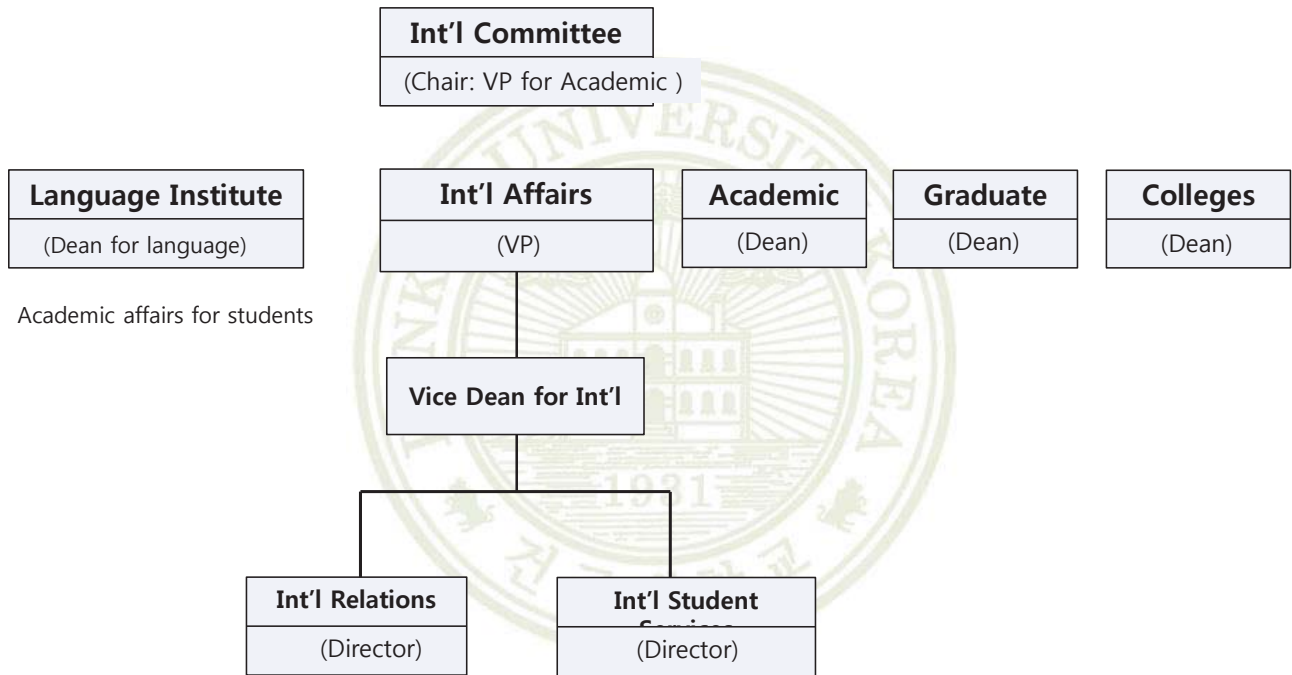
# Summary

Organization	How to solve
<b>Offices</b>	<ul style="list-style-type: none"> <li>• Developing internationalization by reorganizing works in related offices               <ol style="list-style-type: none"> <li>a. Restructuring organizations (Language Institute and Int'l Affairs)- Chart 1, 2, 3</li> <li>b. Assigning a chief professor to each college to direct and manage int'l affairs</li> <li>c. Activating int'l committee (include working level directors as a member)</li> <li>d. Dispatch staffs to Academic Affairs Office and do job assignment to support int'l students</li> </ol> </li> <li>• Business Transfer and Job Adjustment               <ul style="list-style-type: none"> <li>- Transfer Language Institute's works of recruiting, PR, admissions and services for int'l students to Int'l Affairs Office</li> </ul> </li> </ul>

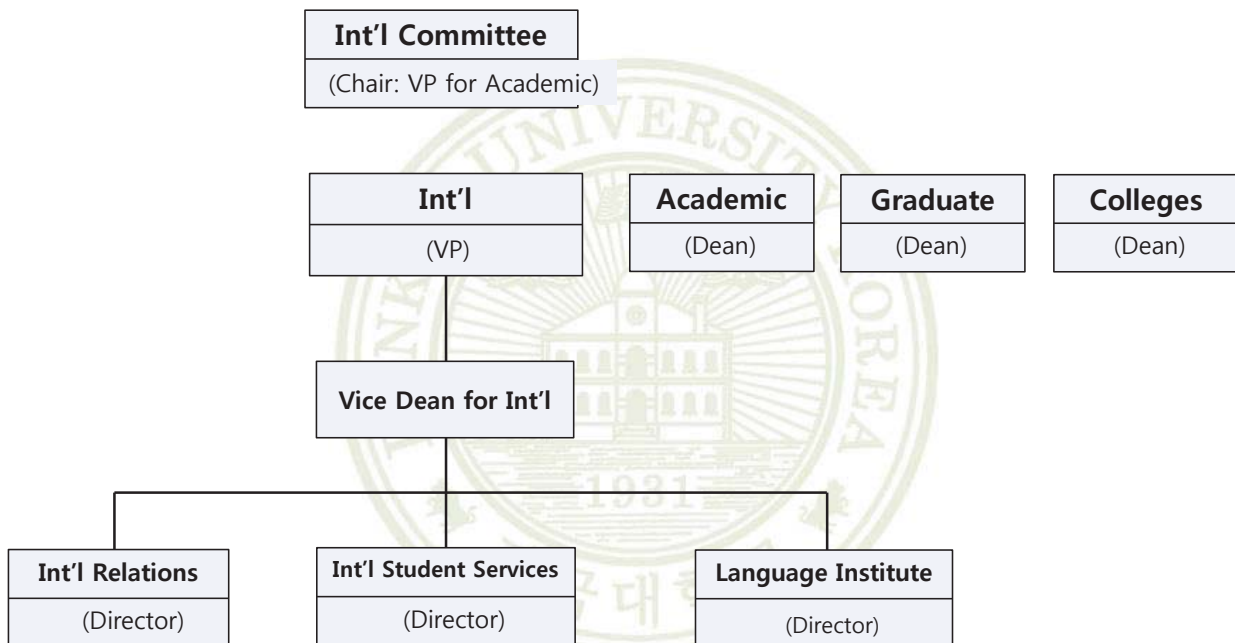
## OR Chart ( 1 )



# Or. (Chart 2)



# Or. (Chart 3)





# Attachments



Office of International Affairs

## Attachment. Benchmarking data

	Organizations related to Int'l	Int'l Affairs	Language Institute	Admissions and Relations for Graduate school	Types of Relations	Staffing
H	<ul style="list-style-type: none"> <li>Int'l affairs,</li> <li>Language Institute,</li> <li>Int'l study division,</li> <li>Int'l Graduate School</li> <li>Business, Engineering College</li> </ul>	<ul style="list-style-type: none"> <li>Int'l Affairs</li> <li>One Team</li> <li>Undergraduate /Graduate School</li> <li>Admissions and Relations</li> </ul>	Affiliated org.	Int'l Affairs	By task/region Mixed	Dean1, Vice Dean2, Director1, Int'l Relations15
K	<ul style="list-style-type: none"> <li>Int'l affairs,</li> <li>Int'l education center,</li> <li>Business- self-contract staff,</li> <li>English Tracks</li> </ul>	<ul style="list-style-type: none"> <li>Divided into two divisions</li> <li>Admissions and Int'l Relations</li> </ul>	Affiliated org	Graduate school	By task/region Mixed	Dean1, Vice Dean1, Int'l Relations5, Global Center6, Faculty members2
J	<ul style="list-style-type: none"> <li>Int'l Affairs,</li> <li>Int'l Graduate School</li> </ul>	<ul style="list-style-type: none"> <li>Admissions for under and graduate program.</li> <li>Int'l Relations</li> <li>Language Institute</li> </ul>	Under Int'l Affairs (Int'l Education)	Only int'l relation is up to Int'l affairs	By region	Dean1, Director1, Int'l Relations6, Int'l Education 8
D	<ul style="list-style-type: none"> <li>Int'l affairs,</li> <li>Language Institute,</li> <li>Int'l study division,</li> <li>Int'l Graduate School</li> <li>English Tracks for Business, Mobile Engineering)</li> </ul>	<ul style="list-style-type: none"> <li>Admissions for under and graduate</li> <li>Int'l Relations</li> <li>Language Institute</li> </ul>	Under Int'l Affairs (Education Service Center. Vice Dean)	Graduate school	By regional	Dean1, Vice Dean1, Global Strategic Team4, Global Education Team8.

# Job Assignment: H University

## Int'l Student Admission/Services

- Visa Services for Int'l Faculty and Students
- Marketing activities (Educational Fair Planning)
- Admissions for undergraduate and graduate int'l students
- Scholarships
- Services and Counselling
- Providing Housing

## Int'l Relations

- MoU and Management
- Planning and Operating Int'l Programs and Events
- Study Abroad and Exchange Programs (Students and Faculty members)
- Hosting int'l guests and preparing visits
- Summer Korean Language Training Program
- Short-term and Long-term Study Abroad Program
- Budgeting allocation for each Colleges and departments

# Job Assignment: H university

## ◆ Job Assignment by Task/Region - Strong and Weak Points

- Region:
  - Depending on the capability of staffs, the programs can be activated
  - Hard to share works since no one knows the work flows.
- Task:
  - Teamwork is the most important factor
  - Unclear job allocation may cause difficulties

# Characteristics: H University

## ◆ Characteristics of Int'l Affairs

- The Dean for Int'l Affairs has been managing for 19 years.
- **Centralized managing type:** Exchange and Admissions for undergraduate/graduate school and second campus
- Strong: Useful model for developing internationalization **within short time**
  - Vertical structure works. (Horizontal structure may not work in this model)
- Weak: Heavy workloads may cause lots of stress and need to be managed
  - Middle manager's role is very important
  - **Experienced manager's roles** are needed in planning and solving problems
- Need middle manager's role in adjusting and controlling works
  - Assigning additional Vice Dean
- Statistics, evaluation, budgeting, planning works should be shared
- **Internationalization of colleges are activated:** Budgeting and staffing are supported by the **top management**

# Insights: H University

## ◆ Advices

- To integrate all works and matters into int'l affairs is very challenging
- Using one office can be very efficient factor in order for closer cooperation.
  - All offices gathering in one building may raise synergy
- May be an alternative if Dean for Int'l Affairs is responsible for Educational Institute(language) in order to make a synergy.
- It may be an option to divide one office into two teams since the size is too big.



# Characteristics : K University

## ◆ Characteristics

- Undergraduate/Graduate International relations and admissions are divided
- Int'l Education and Int'l Affairs are divided
- Internationalization of colleges is active thanks to financial support.
- Summer Program is conducted in a different office
- Shrinking of staffs caused plenty of workloads

# Advices: K University

## ◆ Advices

- Need control tower to see and cover internationalization at the institutional level

Appoint a vice Dean for Int'l Affairs under VP and let him take responsibility to have reports from directors of Int'l Education, Int'l relations, and Int'l Student Support.

- Need to have **one leadership in order to pursue a consistent strategy**
- **Closer cooperation between Int'l Education and Int'l Relations can lead to make a synergy for recruiting**
- Need to have a role of strategy and planning personnel in the Int'l Office

# Job Assignment: J University

## ◆ Int'l Relations

- Divided by region: USA, Europe, Asia.
- Each staff is responsible for in/out bound exchange
- Region: can be an expert in a designated area.
- Allocation by region may be more efficient if the scale of int'l relations become bigger.
- In/outbound work should be done in a same team
- Int'l Students: Undergraduate, graduate, int'l student services and admissions

## Advices: J University

### ◆ Advices

- Decision of transferring works of graduate school admissions to int'l affairs seems not appropriate
  - Different from undergraduate. Need to connect a professor to a student. Thesis etc.
- Not desirable for Int'l Education Team to have Korean and Foreign education section considering recruitment.
- Staffing is much more important than system.
- Need to activate supporting programs to the colleges.
- Need to appoint an experienced staff as a position of planning int'l affairs.

# Job Assignment: D University

- Global Education Team
  - Allocation by region: Areas(English/Chinese/Japanese). Responsible for in/outbound
  - Int'l student admissions and services
- Regional experts. Good for developing staff's capacity
- In/Outbound exchange students are handled in a same office



## Characteristics: D University

### ◆ Characteristics

- Top management's strong support for internationalization
- Int'l House was opened in 2013 and became a hub for int'l matters
- Education team took responsibility of recruiting and services from the 1<sup>st</sup> semester of 2015  
Exchange student program will be transferred to Strategic team
- Since MoU and Exchange student program has a close relationship, it is desirable to be handled in a same team
- **Recruitment of Int'l students was transferred from Admissions to Int'l Affairs. This means that recruiting is considered much more important.**

# Characteristics: D University

- Education center focuses on Korean rather than Foreign languages to recruit int'l students
- No foreign language course for domestic students
  - Students can take foreign language courses from the private institutions
- **Education center exists under Int'l Affairs**
  - It is an efficient way to recruit students since the team leader should report to the Dean of Int'l Affairs
- Ratio of students who are enrolled in language course and get admission for undergraduate
  - Past 30%, Present 50%, Future 70%
- How to recruit? Local universities, Language centers, 2-year community college MoU and recruiting.

# Advices: D Universities

- Decision making is done by Dean or directors but working-level staffs' screening is considered most important.
- It considers using donations for developing int'l matters
- Some portion of tuitions from Int'l students can be reinvested to each college to provide more programs and services
- **Staffing is more important than system**
- No staff change or rotation but only within Int'l Affairs

There is unofficial rule. When staffs move from int'l affairs to other offices, there should be approved from the Dean of Int'l Affairs.