Welcome to session

REVAMP YOUR IR OPERATIONS: THE KPIs QUESTION

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?

KPIs used in your international/ international relations office

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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).
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 (Badden-Fuller & Volberda, 1997; Uotila, Maula, Keil & Zahra, 2009)?
- How is this concurrent with resources that are not unlimited to the organisation (March, 1991)?

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

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

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

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)
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

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