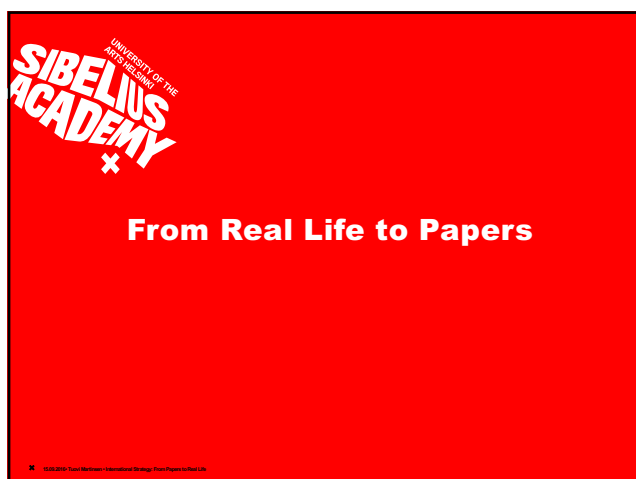


Content of the presentation

- ✧ Internationalization and Strategy
- ✧ What is your reality?
- ✧ What is it that we are aiming at?
- ✧ Why strategy?
- ✧ How to?
- ✧ Case Sibelius Academy and its process
- ✧ Sibelius Academy International Strategy



Are we genuinely international?



Thinking and reality, do they meet?

Is the thinking strong enough?

Is there a need to strengthen the thinking?

Written statement?

Are our actions relevant?


Do we organise ourselves in a way that we support the internationalisation aim?

Wall of the International Advisory Board, December 2013

What is our mindset? What are our values?

"mindset" {noun}

a set of beliefs or a way of thinking that determines one's behavior, outlook and mental attitude.



Wall of the International Advisory Board, December 2013

Mindset → Our behavior

How do we **TALK** about internationalisation?

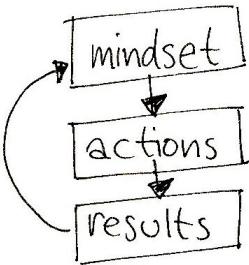
What **CHOICES** we make?

- *Partners
- *Projects

How do we affect on institutional thinking with **ACTIONS**

- *steering mechanisms,
- *ways of administering
- *organising things

How our actions and **RESULTS** affect on our mindset?



Wall of the International Advisory Board, December 2013

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What is your reality in your academy concerning internationalization? Do the reality and papers meet?

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Why to have papers?

- * To create some sort of a common idea what we are talking about
- * What we are aiming at?



STRATEGY

['strætɪdʒɪ]

1. A plan of action or policy designed to achieve a major or overall aim.

Internationalization

- * A major aim
- * An overall aim



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BUT,

Is internationalization an aim itself?

NO,
Internationalization should be seen as a tool for development

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IF SO,

Is it something that can be separated from overall strategic aims of an institution?

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Our institution wants to be international because....

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How the Internationalization Strategy could help us?

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Internationalization Strategy

- ✦ Can gather together different general aims (e.g. from national priorities, EU policy, institutional aims, etc.)
- ✦ Can help in prioritizing and deciding on the aims
- ✦ Can help in justifying financial decisions
- ✦ Can help us setting up an Action Plan



✦

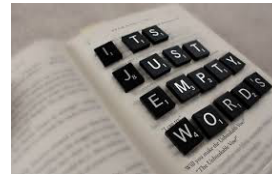
Challenges for the Strategy writing

- * The challenge in development of strategy is to create a paper that not only defines **the basis for the work**, but also **sets the aims for the future** and at the same time **assists in making prioritizing**.
- * The challenge is to remember that no academy can make the successful and fruitful internationalization happen alone – there is a need to take into account that **cooperation is reciprocal** and should serve the development of all involved partners.

ARE YOU UP FOR
THE CHALLENGE?

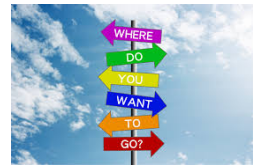
✱

Strategy



- * Making choices
- * Setting Aims

- * Keeping the vision clear



✱ 15.08.2016: Tami Miettinen - International Strategy: From Pigeons to Real Life

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**From action organizing
to more strategic and
more professional
approach**

✱ 15.08.2016: Tami Miettinen - International Strategy: From Pigeons to Real Life

STRATEGY



Choose partners strategically?

Internationalization and development are **institutional aims**, but they also are **individual aims** and we also have to be **globally responsible**.




✱ Visit of the International Advisory Board, December 2013

Prioritize in a way, that the strategy does not block the potential good cooperation?

Individuals do the work, so the importance of the **individual input and contacts** should not be underestimated and blocked by more institutionally important strategic decisions.

→ Clearly stated in strategy, when we talk about institutional aims and when individual aims.



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Strategy - Separate or Integrated?

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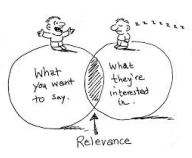
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How to get started with the strategy work?



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Strategy

- ✦ Thinking process
- ✦ Writing process
- ✦ Process should involve members of the community
 - ✦ Participation increases understanding and commitment
- ✦ Should express values
- ✦ Should express the purpose (MISSION)
- ✦ Should show the way (VISION)
- ✦ Should set AIMS
- ✦ Should act as a tool
 - ✦ E.g. for prioritizing
- ✦ Should help the organization in its internationalization efforts
- ✦ Should be linked with other strategies – or should be included into other strategies?
- ✦ Should be linked with general overall development aims
- ✦ Outcome should be relevant

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**To agree on writing
the strategy
alone!**

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You Can...

- * Facilitate the process
- * You do not own the process!
- * Make sure that there is an owner for the process! And not just anyone!
- * Suggest people whom to get involved in the process
- * Collect the needed guiding documents and read them
- * Point out relevant issues
- * Suggest the frame for the document
- * Think different perspectives
- * Insist on collaborative approach and working methods
- * In the end, formulate the text

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**Strategy writing is a
process where real life
aspects have been
analyzed, startegized,
written into the form of
aims and put on paper –
and this in a collaborative
process!**



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Outcome is a compromise – and the process was more important!




“What is your desired outcome?”

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What follows:

Your actions should follow the aims – think how to be strategic to make sure that actions you facilitate will help the organization to achieve the aims.



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Case Sibelius Academy

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Process

- * Long, thorough and painful
 - Many obvious issues for IRC
 - Increasing of understanding and forming an opinion e.g. for the new Dean
 - Mission and Vision projects were started after this process
 - Uniarts-level discussions and aims
- * Almost two years
- * Involved students, staff and administration
- * Involved all departments
 - Extensive round of interviews
 - Other person thank the IRC
 - report
- * Involved all decision-making bodies
- * Steering Group
- * Dean (owner)
- * Head of International Relations (facilitator)

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Process

- * Tens of pages text
- * Challenge: narrowing down
- * Seeking the focus
 - * Institutional
 - * Individual
 - * Education, artistic activity and research
- * Making choices
- * The level of steering
- * Deciding on the format of the strategy

*

Process

- * **Implementation**
 - * Head of International Relations introduced the Strategy to all departments
 - * Discussions on the strategic partners and on action level
 - * Needs towards the International Office's support
- * **Follow up**
 - * Annual action plans of a department (and IR Office)
 - * Negotiations with the Dean
 - * Budgeting Process
 - * Evaluation of the past performance

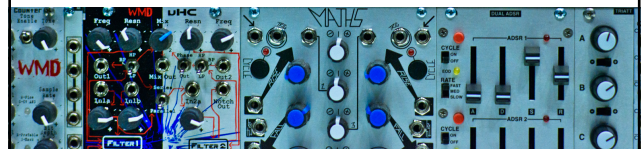


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Sibelius Academy: Facts and Figures

- Founded in 1882
- Home to 1,500 students and over 1,000 faculty members (of which 250 are full-time faculty)
- Part of the University of the Arts Helsinki since 2013



Sibelius Academy: Facts and Figures

- The Sibelius Academy was 7th in the *QS World University* ranking in performing arts in 2015/16
- based on academic reputation, employer reputation and research impact
- <http://www.topuniversities.com/university-rankings/university-subject-rankings/2016/performing-arts#sorting=rank+region=+country=+faculty=+stars=false+search=>

x

Sibelius Academy Mission

World renowned institution of higher music education

→ The Sibelius Academy is a competitive and highly distinguished institution, widely regarded as being among the leading music academies worldwide

Influential and inspirational leader in the field of music

→ The Sibelius Academy makes active contributions and promotes **educational development** internationally



x 13.9.2017/Emma Andrius/P&A

Visions for the Future

The Sibelius Academy has ambitious plans to enhance its programs and creative atmosphere to strengthen its reputation as a world-class center for academic and artistic excellence.

With the help of our international and highly qualified staff, we attract the best students from Finland and from abroad.

The Academy will build on its enviable reputation in the development of music education and pedagogy.

Our goal is to educate artists, teachers and other music professionals, who are fully equipped to meet the demands of the ever-changing arts sector.



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x

Thank You

x 13.9.2017/Emma Andrius/P&A