

23.3.2026

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Title

Building a strategic approach to international higher education : a question of capacity? / Tim Gore

Publication year

2016

Source/Footnote

In: Internationalisation of higher education : a handbook. - 4 (2016) 3, S. 45 - 56

Inventory number

44693

Keywords

Ausland : Großbritannien : Auslandsbeziehungen ; Ausland : Großbritannien : einzelne Hochschulen

Abstract

Universities are complex organisations performing a challenging role in an often troubled world. We see many examples of published international strategies in universities where priorities seem clear and targets are well-defined. However, these strategies represent the distillation of considerable information and are seen in the context of relatively long expanses of time. Indeed any major international initiative such as the establishment of a campus abroad can take up to a decade. It is difficult then for us to relate this concept of grand strategy to the everyday life of the people charged with creating and implementing such strategies. In reality, strategy is created in the daily behaviours and actions of those within the university. This article is an attempt to build a bridge between the reality of everyday life in international work and the creation and shaping of strategy. It is presented as a narrative where the central character is tasked with leading the strategic approach of her university and yet has to deal with a very human and political everyday life within the university. The lessons of the narrative are subtle, as are those in everyday life, but the underlying theoretical approach alluded to in the article is helpful in thinking through how to create appropriate strategic

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goals and to embed these into daily behaviours. The Building Dynamic Capabilities, Daily Strategy and Conclusion sections will also help to build this approach. (HRK / Abstract übernommen)