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Abstract

This paper employs Sporn's (1996) organizational culture typology in developing a framework to assist in the understanding of the process of internationalization of universities. Both the collegial process and executive authority are acknowledged as necessary to position the university to bring about substantive, integrated, university-wide internationalization in response to pervasive and rapidly changing global environmental demands. Internationalization, viewed as an organizational adaptation, requires its articulation by the leadership while simultaneously institutionalizing a strategic planning process that is representative and participative in that it recognizes and utilizes the power of the culture within which it occurs. The orientation and strength of the university culture and the functioning structure can be inhibiting or facilitating of the strategies employed to advance internationalization. Two examples are juxtaposed to illustrate the range of circumstances confronting universities in a complex and dynamic external environment and their responses with respect to internationalization. Drawing from these examples, discussion centers on the alignment of internal culture with the internationalization objectives and strategies selected by the institution in order to

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enhance effectiveness of outcomes. It is concluded that the framework provided helps to understand the different approaches to internationalization and may be helpful from both a managerial and research perspective. (HRK / Abstract übernommen) Bartell, Marvin, E-Mail: bartell@ms.umanitoba.ca