

# TEMPUS IRIS PROJECT

26 July 2015

Volume 14

## TEMPUS IRIS International Conference Brussels 7-9 July 2015

*TEMPUS IRIS summarizes a successful international conference, with more than 40 project partners who interacted with more than 400 EFMD annual conference participants for fruitful collaboration. The attendees enjoyed enlightening lectures and educating sessions on internationalization, communication and everything in between ...*



## INTRODUCTION

Dear Tempus IRIS partners,

It is my pleasure to open this volume of the TEMPUS IRIS Newsletter with an expression of sincere gratitude for the contribution made by the EFMD team: Dr. Christophe Terrasse, Ms. Boriana Marinova, Ms. Pavlina Blazkova, and Mr. Jean-Baptiste Maillard for an exceptionally successful International Conference. A review of this event is presented further on in this document.

I would also like to take this opportunity to report on our field monitoring visit, which was conducted by the National Erasmus+ Office on behalf of the EACEA. The visit took place at Beit Berl College on 26 May 2015, and we are currently waiting for the formal evaluation report.

On the administrative aspect, each partner had received its updated budget, following the EACEA approval for reallocation of budget headings and for extending the project by four months until 15 February 2016. Under this formal process, each partner is signing an amendment to the partnership agreement and receives its remaining funds.

Tempus IRIS next event will be the 4<sup>th</sup> consortium meeting that will take place at EAIE in Amsterdam on 12-14 October 2015. A preliminary plan is detailed below, along with several administrative details that will help you plan your travel.

In addition, you will find a short summary of the IRIS project special training on communicating internationalization and an outline for the next steps on WP3: Internationalization of the Curriculum, WP4 & WP5: IRO Training and Pilot Activities, and WP8: Exploitation and Sustainability.

I want to thank Ms. Amit Marantz-Gal for her assistance in producing this newsletter.

Wishing you a pleasant and interesting reading,

Dr. Vered Holzmann, [veredhz@braude.ac.il](mailto:veredhz@braude.ac.il)

---

*“Be as you wish to seem”.*

**Socrates**

---

## Summary: IRIS International Conference on Communicating Internationalization, in the framework of the EFMD Annual Conference

Brussels, Belgium.

The TEMPUS IRIS International Conference on Communicating Internationalization took place at The Crown Plaza Hotel in Brussels, on June 7-9, 2015. The conference was held in the framework of the EFMD Annual conference. Hence, offered the IRIS partners a great opportunity to collaborate with many representatives of higher education institutions around the globe.

The EFMD Annual Conference started with a short welcome by **Prof. Eric Cornuel**, Director General & CEO of EFMD and **Ms. Laurent Choain**, Chief People & Communication Officer.

The first plenary speaker was **Dr. Tara Swart**, presenting **Neuroscience for Leaders**. Dr. Swart introduced key concepts from neuroscience and explained the connection between neuroscience, technology and economics. She discussed several aspects of looking at systems in the brain, understanding how the brain can change, creating the conditions for success and the science of mindfulness. The presenter talked about the relationship and impact of the physical status of a person and his/her cognitive capabilities. We realized that the brain agility is based on several components, including:



logic, physicality, intuition, emotions, creativity, and motivation. Logic-based people have 14% of being leaders; Social skills-based people have 12% of being leaders; and those who have both will have 72% of being leaders and project managers. She concluded that in order to be able to keep up with the changes of the 21<sup>st</sup> century, we need to be creative and apply the four elements of the incomplete leader models: sensemaking, relating, visioning, and inventing. While Dr. Swart presented the route from neuroscience to leadership, the next session took the opposite (and complementary) direction – from leadership to neuroscience.



**Project number** 530315-TEMPUS-1-2012-1-IL-TEMPUS-JPGR

This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

The second plenary session was held by **Dr. Steven Poelmans** on **Quiet Leadership - Leading Others with the Brain in Mind.**

This session introduced the emerging field of the neuroscience of leadership. The speaker explained what we can learn from neuroscience about the most efficient way of leading people with the brain in mind. He argued that 3<sup>rd</sup> generation leaders should be the managers of 3<sup>rd</sup> generation organizations. 3G leaders are versatile, focused, creative, socially intelligent, trainers, tech savvies, teleworkers, and frequent travelers. The lecture concluded with the presentation of three paradoxes within quiet leadership: (1) Declaring vs. Inquiring; (2) Task vs. Emotional connection; and (3) Firm vs. Employee.



At this point, the audience was divided into the following five breakdown sessions:

A1 – Strategic Impact Assessment: Two Cases. This session highlighted the experience of two business schools that have gone through EFMD's impact assessment exercise (BSIS).

A2 – Jamming Ideas for Doing Research that Matters. This interactive session explored what business schools can do to improve the quality and relevance of their research.

A3 – Education as a Leaver for Strategy Execution. This session looked at the role that education can play in delivering strategic objectives to an organization.

A4 – Whole Person Learning in the Land of Spirit, Energy and Enterprise. Learning is a joint venture and goes beyond stimulating the intellect. Using a narrative approach this session explored the impact of taking Whole Person Learning and applying it to Globally Responsible Practice and Good Governance.

**A5 – IRIS – Internationalisation for All: An Emerging Imperative.** Incorporating intercultural and international dimensions into the curriculum, teaching, research, and extracurricular activities.

**Dr. Christophe Terrasse** welcomed the session attendees, and **Dr. Vered Holzmann** introduced the TEMPUS IRIS project to the audience that included many participants who are not partners in the project. The introduction included a presentation of the project partners, its goals and scope, and the [IRIS Video Clip](#).



**Dr. Fiona Hunter** presented the subject of internationalization for all – an emerging imperative. She described a research that she is involved in, made for the EU, to study internationalization in higher education today. More than 70 institutions in Europe and outside were studied. The study highlighted the trend to change focus on economic gain, the change in internationalization at home and internationalization of the curriculum as they are becoming the major drivers for internationalization. The definition of internationalization is suggested to be adjusted to focus on the "why" we want to internationalize. In the current suggested definition

of internationalization it will be available to ALL without focusing on mobility. Therefore, the suggested definition is "the *intentional* process of integrating an international, intercultural or global dimension into the purpose, functions *and* delivery of post-secondary education, *in order to enhance the quality of education and research for all students and staff, and to make a meaningful contribution to society,*" (De-Wit, 2015). . . to reflect the increased awareness that internationalization of higher education needs to be more inclusive and less elitist, and the 'abroad' component as an integral part of an internationalized curriculum for all. It also re-emphasizes that internationalization of higher education is not a goal in itself but a means to enhance quality, and should not focus solely on economic rationales.

**Ms. Megan Brenn-White** discussed the subject of how higher education institutions communicate internationalization. The first question was WHO should know about the internationalization at home activities that a higher education institution is doing (answer: all major stakeholders are relevant for this aim), and the following question was WHAT the most important things you want to communicate (answers: English courses offered to students, who will take care of you when you come in, etc.). Then, we continued to discuss the question of HOW do you communicate these message? It has to be visible in any aspect of the website. The common challenges are centralized vs. decentralized, language, claims instead of evidence, and deciding how content should be different for domestic/international audiences



plus current/prospective staff and students. Several practical tips include the following: clear statements in "about us" or "strategy", videos of lectures from visiting international scholars, international requirements of hiring faculty, images of the campus with students, videos, clear and repetitive messages.

The discussion continued with focus on **What International Audiences Look for in Higher Education Websites**. Megan explain the differentiation between features and benefits: the first describes what you are doing while the second explains why to do it. When planning the website it is important to keep in mind that people who are looking for information will get directly to the relevant web page and not necessarily will see the college home page. The content *strategy* should support the colleges' goals and be clearly stated, including answers to a set of questions, such as: what is going to be published? Who will approve the webs pages? etc.



We explored *design* of websites by seeing many international institutions' websites to understand what is done right and what's wrong – how can we learn from other universities websites, whether they are our partners or not. We also talked about *navigation*: how to navigate, how to build the directory, what is the ratio between images and text, etc. We mentioned that while planning the navigation system we have to think about how young people will explore the website by mobile phones.

The IRIS Meeting and Partners presentations included two sessions.

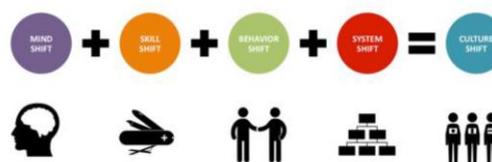


In the first session, on **Piloting Internationalisation of the Curriculum: Discoveries and Surprises**, **Dr. Sheila Trahar** presented an overview of WP3: Internationalization of the Curriculum and explained how internationalization is captured in research. We talked about internationalization at home and how it can be implemented, mainly through cascading. She then presented "Piloting Internationalization of the Curriculum: discoveries and surprises". This is a story of a successful program on multiculturalism for Jewish and Bedouin M.Ed. students in Kaye Academic College of Education. **Dr. Olzan Goldstein** from Kaye College asked Dr. Sheila Trahar from the University of Bristol to share her knowledge on internationalization and to be a "virtual" instructor for those students in their studies on globalization using Skype and emails as the main communication channels. The students experienced different situations and environments of internationalization and concluded the course with a sense of a unique achievement.

In the second session, **Mr. Oded Chai** from Shenkar College of Engineering, Design and Art presented the subject of **Building Bridges through Design Interaction**. He described the special characteristics of Shenkar, which is mainly known for its fashion department, and where most of the courses are delivered in small interactive workshops. For many years, the college used to send students abroad, but since 2012 the college started to strategically cooperate with foreign partners. The participation of students in the Solar Decalathon in China in 2013 was a milestone for the college. From this point forward, the college identified opportunities and developed them for successful collaboration with a range of strategic partners, in Europe, USA and in the Far East. The college President, **Prof. Yuli Tamir**, leads cooperation with HEI partners, and this activity results in several projects, such as GoGlobal Israel-Palestine, Horizon 2020 proposal submission with Imperial College, and more. . .



The second day of the TEMPUS IRIS International Conference on Communicating Internationalization started with a plenary session on **New Approaches to Learning** by **Dr. Kenneth Mikkelsen**. The background for the speech was the transfer of society from the industrial age to the network age. The speaker explained that in the VOCA (Volatility, Uncertainty, Complexity, and Ambiguity) world, the rules of the game are changing – we have to be adaptive. It requires a four dimensional shift: mind shift + behavior shift + skill shift + system shift, which results in a culture shift that creates a new reality. Understanding this change in the context of learning, leads the triple learning model, which is based on three loops, representing the questions: Are we doing things right? Are we doing the right things? And what is right?



**Project number** 530315-TEMPUS-1-2012-1-IL-TEMPUS-JPGR

This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

into the circle of thinking: Learning- Doing-Being-Thinking. Today, the individual leaders and the organizational environment should be integrated to create tomorrow's company; information should be managed by three major actions: seek, sense, and share; a person can be a consumer of information, a connector of information, an expert of information or a catalyst of information, which is actually the combination of all the other three. The new approach to learning is based on peer-to-peer activities, thus we need people who can be in several fields at the same time.

After the plenary session, we continued the IRIS track with a captivating lecture by **Mr. Andrew Crisp on Building International Branding & Positioning for Your Institution**. Andrew started by talking about the similarities between the universities and the teaching programs are evident. Therefore, he says, we should start with the "why", and only then we can go to the "what" and "how". Using the known example of "Apple" Andrew explained that although a computer is a computer, just as a college is a college, you can market it differently.



| Brand profile

Brand vision	
Brand proposition	
Brand values	
Brand personality	
Tone of voice	
Brand essence	
Strap line	





The *Brand Profile* (shown on the left) is something that a college should think about before getting into details. While developing this profile, you can use the following guidelines: *"Ask yourself 'what is that my product or service does that makes it different?' Give yourself the traditional 15-word-or-less contest challenge. Take the time to write down your answer, and then take the time to read it several times. If your answer wouldn't light up the eyes of a prospective student or command a vote of confidence from an alumni, or – worst of all – if it doesn't grab you, then you've got a big problem"*.

The value of good websites is very important because usually a prospective student will look at 3-4 potential websites to make the decision. Your website today should also work on the mobile because today young people look first of all at the mobile and only later look for additional information on the "regular" website. Mainly by presenting business schools around the world, Andrew explained how to market with digital devices.

www.carringtoncrisp.com  
 Twitter: @agcrisp  
 andrew@carringtoncrisp.com

We continued the IRIS track with **Ms. Megan Brenn-White**, discussing the role of language on the international website. First, you have to decide whether you want to have your website in British English or American English. Then, you should think about style implications such as capitalization of words, use of academic titles, the name of the university, or specific dates and period, etc. It is advised to think how to transform the "problem" of the college into an opportunity or advantage (for example, we are small, thus we are focused on . . .). The tone of the website is usually formal. Our task is to make it interesting and sounds like human, and yet to convey the message.

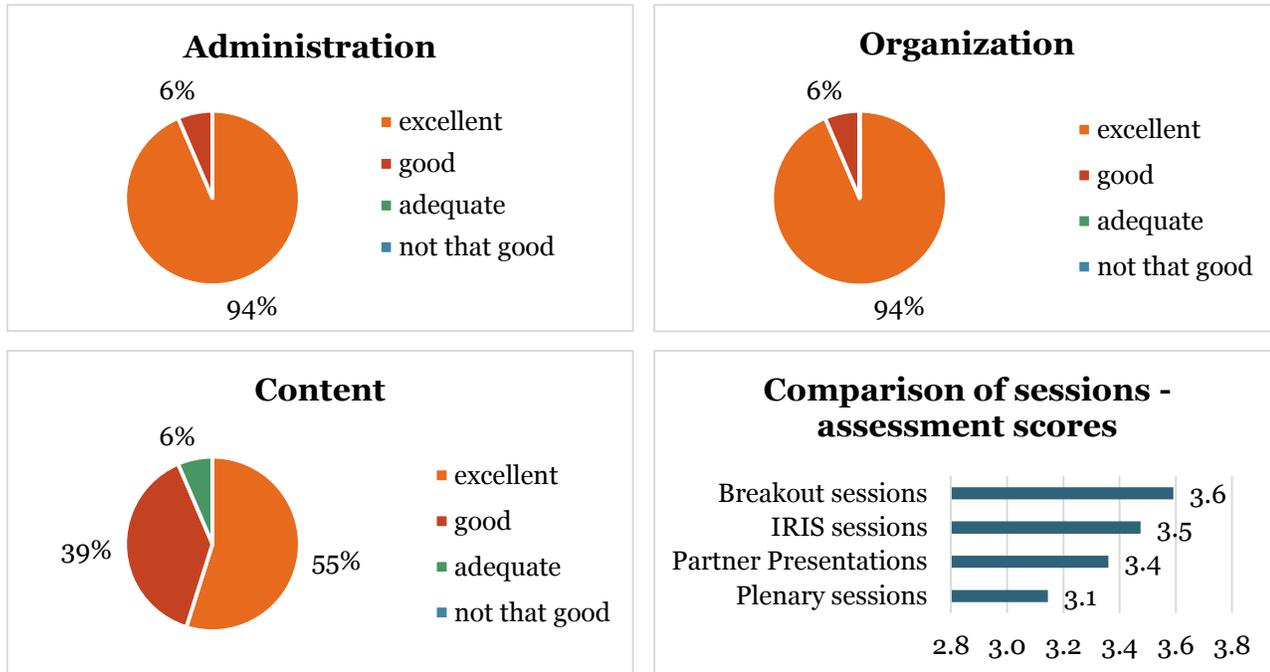
By several exercises we analyzed the current IRIS partners' websites. Main insights include:

- We can use the website as a "virtual IRO".
- When you create a link in Hebrew, to exchange or international programs, manage expectations by indicating that the next page will be in English.
- When you mention a person who is responsible for something, provide his/her personal email (and not something such as: info@xxx) and, if possible, also a picture of that person in order to personalize the interaction.
- If you look for partner institutions it is important to list all your current partners.
- Even if you cannot afford live chat 24/7, you can still offer Q&A section or skype hours.
- Make sure navigation is clear.
- Do not mix right to left and left to right texts.
- Be attentive to design issues. Make the website interesting and welcoming.
- The website should be on the college servers and be developed with the cooperation of the IT department.
- A person should be appointed to be responsible for the website updates.
- Remember that the college Logo is not a brand – it does not deliver a message.



The conference was closed with **Closing Remarks** by **Dr. Vered Holzmann** thanking **Ms. Megan Brenn-White** for the educating workshop sessions. We wrapped up the TEMPUS IRIS International Conference on Communicating Internationalization with a few administrative updates on the forthcoming events and activities. On behalf of all the participants, we owe a special thanks to the **EFMD team: Dr. Christophe Terrasse, Ms. Boriana Marinova, Ms. Pavlina Blazkova, and Mr. Jean-Baptiste Maillard**, who made our stay in Brussels enjoyable and enlightening, and who magnificently produced a very successful international conference – both administrative and content-wise – for the IRIS project.

A glance at the results of the QA report summarizes it better than any words:



The conference program and all the presentations can be found on the website, at: [http://www.braude.ac.il/tempus/conferences/iris\\_international\\_conference/](http://www.braude.ac.il/tempus/conferences/iris_international_conference/)



## Summary: Field Monitoring Visit by Israel Erasmus+ Office on behalf of the EACEA,

Beit Berl College, Israel.

The Tempus IRIS Field Monitoring Visit took place at Beit Berl College, on May 26, 2015. **Ms. Marissa Gross Yarm** and **Ms. Dina Galero** from The National Erasmus+ Office visited the Israeli partners of the Tempus IRIS project for an assessment meeting.

The meeting was opened by **Prof. Tamar Ariav**, the **President of Beit Berl College**. During the opening speech, Prof. Ariav described the change that the college has been going through since the beginning of the Tempus IRIS project, and detailed an impressive list of achievements in the context of internationalization. A partial summary includes the development of accredited courses in collaboration with Bologna Center in BGU, the submission of proposals to a few capacity building projects in the framework of Erasmus Plus and additional submissions to Horizon 2020 projects, the development of courses in English for foreign students, the establishment of an international network with HEIs abroad, and the dissemination efforts within the college and beyond. Prof. Ariav clearly stated that the project results and deliverables are here to stay.

Following the inspiring welcome by Prof. Ariav, the National Erasmus+ Office representatives asked each one of the colleges' representatives to summarize the main activities carried out, the most important achievements, and the open challenges. Following is a brief review of the major points presented by the participants:



**Sapir College:** the IPO (International Programs Office) was established and empowered; the IRIS internationalization pilot activities are carried out, following the mentors comments and guidance; the department of technological marketing is the first in the college to implement a cross-organizational international activities and will be used for benchmarking to the other departments.

**Beit Berl College:** the IRO (International Relations Office) started to work independently from the office responsible for donations; the faculty are involved in the process of internationalization and participated in a position survey, which had very positive results; dissemination is achieved by a video clip, conferences, and other materials.

**ORT Braude College:** although joined to the project at a late stage, the college leveraged existing relationships with international partners and established new connections, mainly with European partners; a strategic plan for internationalization that is aligned with the general strategic plan of the college was formulated and approved by top management; an organizational structure model for IRO was adopted; the concept of internationalization at home was expanded to include multi-cultural activities, mainly with the Dean of students.

**Shenkar College:** an array of international activities that derived from understanding of importance of prioritization were carried out; collaboration with European partner institutions for students and faculty

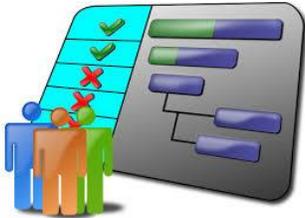
exchange were initiated; cascading internationalization of the curriculum to several design courses is under development due to the challenges in implementing those concepts in the field of design.

**Emek Yeezrael College:** the awareness to internationalization among faculty throughout the college was raised; the support by top management – the President and the Rector – increased faculty members' involvement in international activities; international research was promoted and several proposals to EU projects were submitted; English courses were developed and improved.

**Al-Qasemi College:** an international office (QIRO) was established and dissemination activities are focused on the college uniqueness; the international website is upgraded and adapted; English courses are developed and improved; student exchange with partner institutions had begun; international research is promoted and encouraged.

**Kaye College:** the development of course modules had started; student exchange program was implemented for the first time; an international committee was appointed; a periodical newsletter on internationalization is published; a new online course on multi-culturalism was developed; new research on internationalization was initiated by several different faculty members.

**Tel Aviv University** published several academic papers on internationalization; **VARAM** introduced the concept of internationalization to the non-IRIS partners and invited them to the project national conference and WP workshops; **NUIS** prepared a report on internationalization and mobility of Israeli students and is developing an international website.



The Final part of the meeting was a review of the project progress on **dissemination (BBC), sustainability (Sapir), and management and challenges (OBC).**

The Erasmus+ Office representatives summarized the visit with a positive feedback on the successful and impressive achievements by all IRIS partners.



**EAIE Annual Conference**

Founded in 1989, the EAIE is the acknowledged European centre for expertise, networking and resources in the internationalisation of higher education. The EAIE is a non-profit, member-led organisation serving individuals actively involved in the internationalisation of their institutions through a combination of training, conference, knowledge acquisition and sharing and provide a platform for strategic exchange.

[www.eaie.org](http://www.eaie.org)



Next Event:

## **4<sup>th</sup> Consortium Meeting, 12-14 October 2015, European Association for International Education, Amsterdam, The Netherlands**

### **Work Package 9 Project Management**

All IRIS partners, including partner institutions' Presidents, IRIS coordinators, faculty and administrative staff will convene in Amsterdam for the final consortium meeting:

- To review the project progress after three years of activity and before the final few months.
- To present and discuss implementation of internationalization in each one of the Israeli colleges.
- To present and discuss sustainability aspects of the Tempus IRIS project.
- To review quality assurance and dissemination results.
- To present management issues related to the forthcoming project closure.
- To discuss managerial and administrative issues in the forums of the General Assembly and Executive Board.
- To use the opportunity for developing future international collaboration.

All IRIS partners are welcomed to contribute to all sessions. The preliminary programme below outlines the planned timetable of the meeting. Each one of the speakers is requested to allow the participants to comment, to question, and to be active contributors. The 4<sup>th</sup> consortium meeting is composed of two full-day presentations and discussions, and one additional half-day of open informal meetings by the partners. Following the timetable, you will find a brief explanation of the expectations from each one of the speakers and presenters. Please feel free to contact me with any comment or for any inquiry.

---

**Project number** 530315-TEMPUS-1-2012-1-IL-TEMPUS-JPGR

This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Tempus IRIS 4<sup>th</sup> Consortium Meeting: PRELIMINARY PROGRAMME

### Monday, October 12, 2015

09:00 am - 09:30 am	<b>Registration</b>
09:30 am - 09:40 am	<b>Welcome</b> , by EAIE
09:40 am - 10:00 am	<b>Opening session</b> , Dr. Vered Holzmann
10:00 am - 10:15 am	<b>WP3: Internationalization of the Curriculum – Progress Report</b> , Dr. Sheila Trahar
10:15 am - 10:30 am	<b>WP4: Managing Internationalization - Progress Report</b> , Dr. Fiona Hunter
10:30 am - 10:45 am	<b>WP5: Pilot IRO Activities - Progress Report</b> , Dr. Marek Polak
10:45 am - 11:00 am	<b>Coffee Break &amp; Networking</b>
11:00 am - 11:45 am	<b>Internationalization Management and Pilot Activities in Shenkar College</b>
11:45 am - 12:30 pm	<b>Internationalization Management and Pilot Activities in ORT Braude College</b>
12:30 pm - 13:30 pm	<b>Lunch</b>
13:30 pm - 14:15 pm	<b>Internationalization Management and Pilot Activities in Sapir College</b>
14:45 pm - 15:30 pm	<b>Internationalization Management and Pilot Activities in Kaye College</b>
15:30 pm - 15:45 pm	<b>Coffee Break &amp; Networking</b>
15:45 pm - 16:15 pm	<b>WP6: Quality Assurance - Review</b> , Mr. Uwe Brandenburg & Ms. Dana Petrova
16:15 pm - 16:45 pm	<b>WP7: Dissemination - Review</b> , Dr. Amira Meir

### Tuesday, October 13, 2015

09:00 am - 09:45 am	<b>Internationalization Management and Pilot Activities in Beit Berl College</b>
09:45 am - 10:30 am	<b>Internationalization Management and Pilot Activities in Al-Qasemi College</b>
10:30 am - 10:45 am	<b>Coffee Break &amp; Networking</b>
10:45 am - 11:30 am	<b>Internationalization Management and Pilot Activities in Emek Yezrael College</b>
11:30 am - 12:30 pm	<b>WP8: Exploitation &amp; Sustainability - Review &amp; Discussion</b> , Dr. Hanan Maoz
12:30 pm - 13:30 pm	<b>Lunch</b>
13:30 am - 14:15 pm	<b>Guest Speaker, EAIE - EAIE Barometer survey</b>
14:15 pm - 14:45 pm	<b>WP9: Project Management – Review &amp; Discussion</b> , Dr. Vered Holzmann
14:45 pm - 15:00 pm	<b>Coffee Break &amp; Networking</b>
15:00 pm - 16:00 pm	<b>PARTNERS Summaries (~10 min. each)</b> <b>TAU - Tel Aviv University</b> <b>EFMD - European Foundation for Management Development</b> <b>NUIS - National Union of Israeli Students</b> <b>PHK - Pädagogische Hochschule Kärnten / Viktor Frankl Hochschule</b> <b>EAIE - European Association for International Education</b>
16:00 pm - 17:00 pm	<b>GA (General Assembly) Meeting &amp; EB (Executive Board) Meeting</b> Representatives of <b>all the project partner institutions</b> and <b>all WP Leaders</b> .
17:00 pm - 17:15 pm	<b>Closing session</b> , Dr. Vered Holzmann

### Wednesday, October 14, 2015

09:00 am – 12:00 pm	<b>One-on-One meetings for Future Collaboration</b>
---------------------	---

**Project number** 530315-TEMPUS-1-2012-1-IL-TEMPUS-JPGR

This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

\* **WP 3-5 Leaders:** 15 min. presentations by the active WP leaders to summarize the activities accomplished up to this point, and to guide the college presenters for the future planned activities (during the period of 10/2015-02/2016).

\* **WP 6-7 Leaders:** 30 min. presentations by the WP leaders to summarize the activities accomplished up to this point, lessons learned and remaining activities to be carried out in the next months.

\* **WP 8 Leader:** 60 min. presentation of the exploitation and sustainability plan and accomplished tasks, and an open discussion on best practices to be used by the partners to achieve viable results.

\* **Colleges Representatives:** 45 min. presentations on achievements and accomplishments from the beginning of the IRIS project (15-20 min. for presentation + 25 min. for discussion), **focused on implementation of the selected pilot activities:** describe each pilot activity - what has now been done and what remains to be done; what enabled the progress, and what are the obstacles, how you plan to overcome them/or request for advice on how to overcome. The presenters will use a template that will be provided soon.

\* **PARTNERS Summaries:** 10-12 min. presentations by the IRIS partners who took active part in different stages and/or activities of the project to summarize their impression and lessons learned.

\* **One-on-One meetings for Future Collaboration:** unstructured meetings, coordinated by the partners with or without my assistance for discussions on future collaboration.

\*\* **Lunch:** the participants will have to buy lunch. However, we will have some recommendations, by EAIE team, on near places.

\*\* **Social Activities:** As this is planned to be the last formal meeting of the project, we would like to offer special plans for social activities although these are not budgeted as part of the project.

\* **Dinner on Sunday Evening:** we offer the participants to join us for dinner on the evening of October 11<sup>th</sup>. The exact place and time will be announced during the opening session.

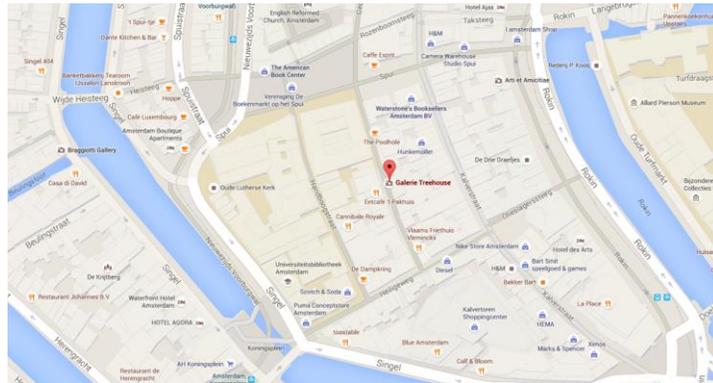
\* **Dinner on Monday Evening:** we offer the participants to join us for dinner on the evening of October 12<sup>th</sup>. The exact place and time will be announced during the opening session.

Please update me ([veredhz@braude.ac.il](mailto:veredhz@braude.ac.il)) no later than **September 10<sup>th</sup>** who will be the attendees (title, first & last name, email address, mobile number) that will represent the organization in the Tempus IRIS 4<sup>th</sup> Consortium Meeting and whether they wish to join Dinner.

## PRACTICAL INFORMATION:

### VENUE:

**ABC Treehouse**  
Voetboogstraat 11  
1012 XK Amsterdam,  
The Netherlands



### Accommodation:

All participants are requested to book the accommodation themselves. Since we will be located in the center of the city and availability is very low, we couldn't organize one reservation for all of the project members. The list below includes several options for accommodation near the meeting venue, just as a reference. You are invited to contact those hotels, or others, for reservations, though no special prices can be granted (please keep in mind that Tempus guidelines states ceiling for costs of stay. It is recommended to look for deals through dedicated websites and/or via the hotel's website). The list includes two 2-star hotels, four 3-star hotels and two 4-star hotels as it might also give you a range of prices, options etc. All hotels are [on this map](#), and also listed underneath.

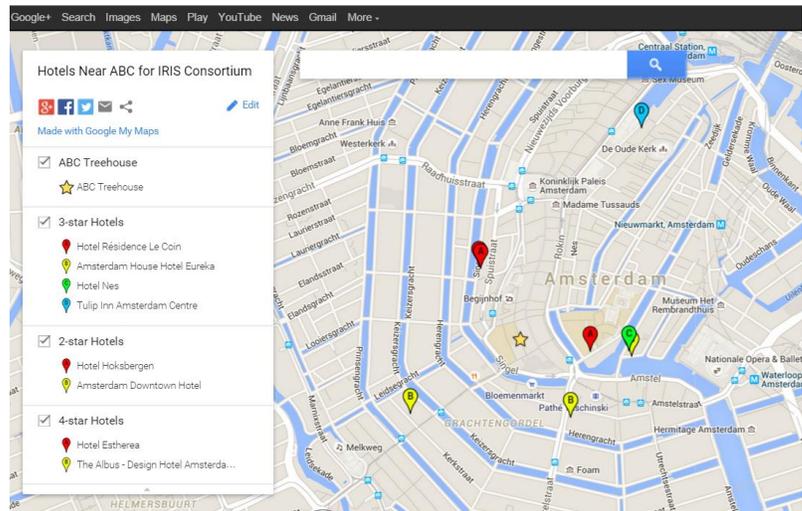
#### Two-star hotels within 7 minutes from ABC Treehouse:

##### 1. Hoksbergen Hotel (2 stars)

Address: Singel 301  
Distance to ABC Treehouse: 6 min walk  
Price per night: 117 EUR for double/twin room  
Website: [www.hotelhoksbergen.nl](http://www.hotelhoksbergen.nl)

##### 2. Amsterdam Downtown Hotel (2 stars)

Address: Kerkstraat 25  
Distance to ABC Treehouse: 7min walk  
Price per night: 117 EUR for double room  
Website: [www.amsterdamdowntownhotel.nl](http://www.amsterdamdowntownhotel.nl)



#### Three-star hotels within 12 minutes from the ABC Treehouse:

##### 1. Hotel Residence Le Coin (3 stars)

Address: Nieuwe Doelenstraat 5  
Distance to ABC Treehouse: 4 min walk  
Price per night: 145 EUR for double room  
Website: [www.lecoin.nl](http://www.lecoin.nl)

#### Project number 530315-TEMPUS-1-2012-1-IL-TEMPUS-JPGR

This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## **2. Amsterdam House Hotel Eureka (3 stars)**

Address: 's-Gravelandseveer 3-4

Distance to ABC Treehouse: 7 min walk

Price per night: 130 EUR for double/twin room

Website: [www.amsterdamhouse.nl](http://www.amsterdamhouse.nl)

## **3. Hotel Nes (3 stars)**

Address: Kloveniersburgwal 137

Distance to ABC Treehouse: 7 min walk

Price per night: 125 EUR for double room

Website: [www.hotelnes.com](http://www.hotelnes.com)

## **4. Tulip Inn (3 stars)**

Address: Beursstraat 11-19

Distance to ABC Treehouse: 12 min walk

Price per night: 135 EUR for double room

Website: [www.tulipinnamsterdamcentre.com](http://www.tulipinnamsterdamcentre.com)

### **Four-star hotels within 6 minutes from ABC Treehouse:**

#### **1. Hotel Esthera (4 stars)**

Address: Singel 303-309

Distance to ABC Treehouse: 6 min walk

Price per night: 188 EUR for double room

Website: [www.estherea.nl](http://www.estherea.nl)

#### **2. Albus Design Hotel (4 stars)**

Address: Vijzelstraat 49

Distance to ABC Treehouse: 6 min walk

Price per night: 205 EUR for double room

Website: [www.albushotel.nl](http://www.albushotel.nl)

### **For further details, please contact:**

Dr. Vered Holzmann, Tempus IRIS Project manager (OBC): [veredhz@braude.ac.il](mailto:veredhz@braude.ac.il)

Ms. Ruth Graf, Project Coordinator (EAIE): [graf@eaie.org](mailto:graf@eaie.org)

## Summary: Training on Communicating Internationalization

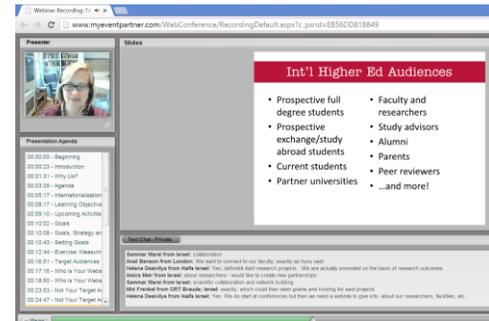
2 webinars and 1 workshop by, Ms. Megan Brenn-White



On June 2<sup>nd</sup>, 2015 we had the first training activity related to internationalization and your website! A webinar entitled “Goals, Target Audiences, and Web Personas” took place online. Representatives of almost all the Israeli colleges, and a few of IRIS European partners, participated in the webinar.

The instructor, Ms. Megan Brenn-White, presented the terms and concepts which are used when higher education institutions are developing their international website. You can access the recorded webinar [here](#).

The training was continued during the international conference (see summary above) through several sessions.



On July 7<sup>th</sup>, 2015 the second webinar took place. It was an open session, in which the participants could raise questions and explore relevant issues. We discussed the processes of building a website, following six major steps: (1) Set your goals; (2) Audit what you have - check for any data and check for actual content; (3) Write a requirements document; (4) Create a sitemap and strategy, which is usually executed in parallel to step 3; (5) Create a timeline with clear responsibilities and tasks; (6) Build the website, including writing, editing, designing, and testing; and (7) Create processes for maintaining content. We also talked about other issues, such as the required services during the process of website development and the uniqueness of message that an organization wishes to deliver.

Following the webinar, Megan asked to publish the following letter:

*Dear Tempus IRIS partners,*

*Firstly, let me say that it has been a true pleasure getting to know many of you during the past few weeks!*

*The final webinar did not get recorded, but I wanted to send you a few related webinars from our series. Some of these overlap with areas we covered (because I think they are the most important topics!), but there are different speakers and we get into depth in a different way. Please remember that these may be focused on student recruitment and/or be on a larger scale from what you are planning - but you can still get great ideas for your own international goals and context!*

[Scholarship Marketing Case Study: Strategy and Tactics to Increase Enrollment](#)

[Creating Localized Websites for International Student Recruitment](#)

[The Power of Personas: A Classic Tool for Improving Your International Website](#)

[Social Media and International Student Recruitment](#)

**Project number** 530315-TEMPUS-1-2012-1-IL-TEMPUS-JPGR

This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

### Global University Trends in Higher Ed Websites

*Since many of you are planning to improve your websites within the next few months, I wanted to make sure you knew that we can help you with content strategy, editing, copywriting, translation, and pretty much everything else! More info about our [Services](#) is available online.*

*We are very good at working with specific budgets and to aggressive deadlines, so please don't hesitate to reach out if you don't even quite know what you need yet...but feel like you might need some help.*

*I look forward to staying in touch -- and wish you all the best with your efforts!*

*Best,  
Megan*

## TEMPUS IRIS Next Steps

The following section outlines the project updated plan for WP3: Internationalization of the Curriculum, WP4 & WP5: IRO Training and Pilot Activities, and WP8: Exploitation and Sustainability. Please mark your calendars accordingly.



**WP3: Internationalization of the Curriculum** by Dr. Sheila Trahar, University of Bristol.

To further develop and summarize implementation of Internationalization of the Curriculum tasks, we will conduct a "mini-conference" which will enable partners who have taken on board IoC to share with each other their progress. We would all act as 'critical friends' in supporting each other to continue to develop and sustain the work that we have embarked on and to, possibly, begin to talk about other collaborative projects. In addition, Sheila will share some very recent IoC research and also another research projects that she's involved in (on topics such as, disabled students in higher education, 'diverse communities', how IoC principles benefit ALL learners, 'connective pedagogies', and more. . .).



The IoC mini conference will take place in **Sapir Academic College** on **15-16 November, 2015**. It will be open to all Tempus IRIS partners and everybody else who is interested in the subject. A detailed programme will be published at a later stage.

---

**Project number** 530315-TEMPUS-1-2012-1-IL-TEMPUS-JPGR

This project has been funded with support from the European Commission.

This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

**WP4&5: IRO Training and Pilot Activities** by Dr. Fiona Hunter, Università Cattolica del Sacro Cuore and Dr. Marek Polak, Warsaw University of Technology.

To sum up training on managing internationalization and development of IROs, and to recap implementation of pilot internationalization activities in the colleges, we will have three days of meetings – in the north, the center and the south of Israel - with main stakeholders in the colleges. Those meetings will be focused on putting internationalization into practice and plans for the future. Detailed agenda will be published later.



On **8 December, 2015** we will meet the teams from Sapir Academic College and Kaye Academic College of Education in **Kaye College, Beer-Sheba.**

On **9 December, 2015** we will meet the teams from Al-Qasemi Academic College of Education, Beit Berl College, ORT Hermelin Academic College, and Shenkar College of Engineering, Design and Art in **Beit Berl.**

On **10 December, 2015** we will meet the teams from The Max Stern Academic College of Emek Yezreel and ORT Braude College of Engineering in **ORT Braude, Karmiel.**

**WP8: Exploitation and Sustainability** by Dr. Hanan Maoz, Ms. Amit Marantz-Gal, Ms. Shani Dadon and Ms. Ayelet Calaf from Sapir Academic College. The team at Sapir College is working on exploitation and sustainability throughout the year. These activities include meetings, discussions, focus groups and more. The work on WP8 is performed in parallel to all other project WPs, and it is expected to be finalized only when the project will end.

The aim of this work package is five levels of sustainability, each level will sustain different aspect of IRIS project:

1. To write a sustainability plan.
2. A College wide task force in each partner College.
3. Faculty mentoring program.
4. Domestic and international partners' network.
5. Advocacy materials.

These five levels are divided into five tasks as elaborated below:

**Sustainability plan:** Sapir Team will lead the writing and formulating a sustainability plan for all the project partners. This plan includes a specific application to the international cooperation

programs as Erasmus+ office, and all the activities that will be performed in order to sustain the IRIS project. It also includes dates, beneficiaries, resources, recommendation and more.

**International task force roadmap:** Developing and implementing policies, programs and services that facilitate research collaboration, maintain best practices, promote partnerships, and reach out many IRO members through valuable network. This task force will be responsible for all post project decisions on the subject of sustainability.

**Faculty mentoring program:** platforms for Mentoring kit that will be addressed to: Faculty, Administrative staff and Senior Management are developed to support mentoring at the partner institutions and in non-partner HEIs. The mentoring faculty programs will mainly introduce the concepts of internationalization and internationalization of the curriculum.

**Internationalization network roadmap:** Our mission is to develop an online generic platform for the project partners' IRO offices. The purpose of this platform is twofold: First, it will be addressed to both students and staff for raising awareness on mobility and other programs that are relevant to the institutions - partner institutions and new potential partners to promote collaboration. In this respect, the platform will present the IRO mission, successes, outcomes, achievements, international projects, new collaboration that they are looking for and more. The other use for the platform is the development of a working environment for the IRO offices. This area will have CRM (Customer Relationship Management) capabilities in order to organize the IRO partners contact info, Cloud capabilities for their database of documentation, place for communication with each other and more capabilities that will help the IRO in its daily work processes. This task will also address the social media aspect. In order to do that, we will establish Facebook and Twitter pages for the IRIS project.

We would like to take this opportunity to announce that *we are looking for administrators* who could lead these pages in cooperation with the Sapir team.

**Advocacy materials:** the task aims to sustain the partners' hard work and achievements both as a consortium and as individual institutions. Therefore, the first activity is to establish a handbook that will include all the project published deliverables. The other activity will be a paper on how to develop an international website for higher education institution that will be written in cooperation with the partners and the professional trainer.

## SHARE WITH US . . .

The revised **ECTS** guide has been adopted during the Ministerial Conference in Yerevan. The European Credit Transfer and Accumulation System (ECTS) is a tool of the European Higher Education Area (EHEA) for making studies and courses more transparent and thus helping to enhance the quality of higher education.

The ECTS Users' Guide offers guidelines for implementing the European Credit Transfer and Accumulation System (ECTS) and links to useful supporting documents

To download the guidelines click [here](#).

We thanks the National Erasmus+ Office for the reference.

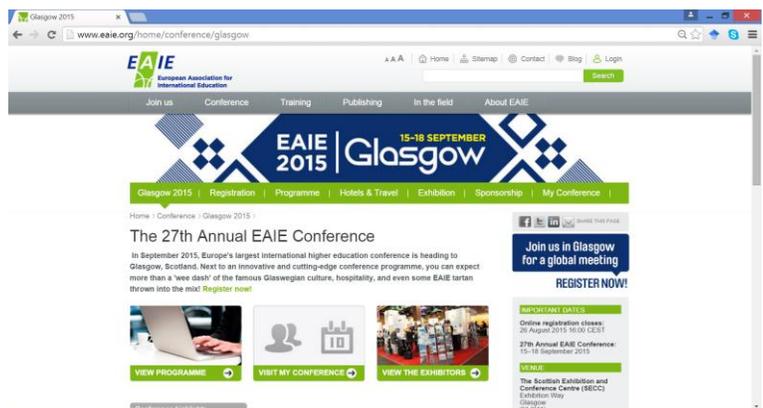


EAIE will have its 27<sup>th</sup> annual conference in **Glasgow, Scotland** on **15-18 September, 2015**.

This is a great opportunity to network at Europe's largest higher education Exhibition, to connect and foster new partnerships for your institution.

Next to a programme of 200 (poster) sessions and workshops, 10 campus tours and two high-level dialogues, you can expect more than a 'wee dash' of the famous Glaswegian culture, hospitality, and even some EAIE tartan thrown into the mix.

<http://www.eaie.org/home/conference/glasgow>



**Dr. Vered Holzmann:** [veredhz@braude.ac.il](mailto:veredhz@braude.ac.il)