

**INTERNATIONALISATION STRATEGY OF THE
DAFFODIL INTERNATIONAL UNIVERSITY
FOR THE PERIOD 2023-2027**

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INTRODUCTION

I. CURRENT SITUATION, IDENTIFIED PROBLEMS AND GENERAL TRENDS

Current Situation:

Internationalization has become a priority for universities around the world, as seek to expand their global reach, increase their research impact, and attract international students and faculty. With the growth of the knowledge economy, universities are recognizing the importance of developing international partnerships and collaborations to remain competitive.

Some of the internationalization strategies that Daffodil International University has implemented or planned to implement include:

- **International Collaborations:** Daffodil International University has established partnerships and collaborations with various universities and organizations around the world to promote knowledge sharing, faculty exchange, and research collaborations. DIU have also signed several Memoranda of Understanding (MoUs) with international universities, including institutions in Australia, Canada, Germany, India, Malaysia, and the United Kingdom.
- **Student Exchange Programs:** The university offers student exchange programs to provide opportunities for students to study abroad and experience different cultures. They have agreements with over 50 universities in more than 20 countries, and students can study abroad for a semester or a full academic year.
- **International Campus:** Daffodil International University has established a campus in Malaysia, known as Daffodil International University Malaysia (DIU Malaysia), to provide educational opportunities to students in Malaysia and other Southeast Asian countries.
- **International Curriculum:** The university has developed an international curriculum that incorporates global perspectives, cross-cultural communication, and intercultural competence into the courses. They also offer several programs in collaboration with international universities that provide students with the opportunity to earn dual degrees.

Overall, Daffodil International University has been actively working on its internationalization strategy to enhance its global reputation, provide students with international exposure, and create a diverse and inclusive learning environment.

Identified Problems:

While internationalization offers many benefits, there are also challenges and risks associated with expanding a university's international activities. Some of the identified problems include:

- **Funding:** Internationalization can be expensive, and universities may struggle to secure the necessary funding to support their international activities.

- **Language and Cultural Barriers:** Universities may face language and cultural barriers when working with international partners, which can make it difficult to establish effective relationships and collaborations.
- **Regulatory Compliance:** Universities must comply with a complex web of international regulations and laws, which can vary widely across different countries.
- **Competition:** Universities must compete with other institutions for top international students and faculty, as well as for research partnerships and funding.

General Trends of Internationalization Strategy:

To overcome these challenges and take advantage of the opportunities presented by internationalization, universities are adopting several general trends in the internationalization strategies. These trends include:

- **Strategic Partnerships:** Universities are forming strategic partnerships with international institutions to leverage their knowledge, networks, and resources. These partnerships may include joint degree programs, research collaborations, and faculty and student exchanges.
- **Digital Transformation:** Universities are increasingly using digital technology to support their international activities, including online learning, virtual exchanges, and remote collaborations.
- **Diversity and Inclusion:** There is an increasing focus on diversity and inclusion in internationalization strategies, with universities seeking to attract a more diverse student body and faculty, and to promote cross-cultural understanding and dialogue.
- **Global Citizenship:** Universities are emphasizing the development of global citizenship skills and competencies in their students, including intercultural communication, global awareness, and social responsibility.

Internationalisation in terms of student mobility:

International Exchange Programs bring benefits to students by providing them with opportunities to have international exposure, to acquaint them with new cultures and global educational standards. Such activities are important components of the overall development of students, giving them awareness and helping them to adopt alternative, multi-faceted approaches to learning. With the changing global economic conditions, international exchange programs are becoming practicable and effective, increasing prospects of learning and gaining international experience.

The international students' exchange policy of Daffodil International University (DIU) includes outbound and inbound exchange programs. In addition, a faculty exchange policy is also considered.

Outbound Exchange Program

Under outbound program of Daffodil International University, students will spend one or more semesters up to 3 in an international educational university/ institute. The program may also be for a short duration of one month or even less than one month. Following rules will apply to students going abroad under outbound exchange program.

2.1 The Students, who completed at least three semesters in Daffodil International University and obtained a minimum CGPA of 3.0 will be eligible for availing outbound exchange program.

2.2 For availing the above opportunity, the student must apply to the Director of International Affairs through the Head of the respective Department and the concerned Dean of the faculty. He (Director) will scrutinize the applications and make a short list. He will then arrange for interview of the candidates through a board comprising of Dean of the faculty as Chairman and Heads of the concern departments, as members. The Director will work as a member secretary of the board.

2.3 The board will select candidates based on proficiencies in language, subject matter and other social skills.

2.4 The Director will forward the list of successful candidates to the Vice-Chancellor for the final approval.

2.5 Prior to availing outbound exchange program, the student must arrange for freezing his semester activity in Daffodil International University by submitting an application to Registrar through concerned Head of the Department. The process of freezing all formalities will be free from any charges by the student.

2.6 The duration and number of semesters to be frozen will depend on the period for which the student will spend abroad with the program.

2.7 The students availing outbound exchange program will bear travel, food, lodging and other incidental expenses. In this regard an undertaking will have to be signed between the sponsor/guardian of the student and Director, International Affairs.

2.8 Transfer of Credits for Outbound Exchange Program

2.8.1 Transfer of credits will only be applicable in Government (Ministry of Education or relevant organizations) universities/institution of that country. For transfer of credits, the student must apply to the Registrar. This will be applicable only for Undergraduate programs and equivalent course and for course completed with CGPA of minimum "B". However, in any exceptional case the equivalence committee's decision will be considered. For Transfer of credits, student must submit original transcripts and the prescribed syllables of the University concerned. Daffodil International University will accept the credits of only successful candidate within the program (Short or Long).

Students will get additional benefit without paying any extra money in the form of incentive/scholarship/waiver for course(s) completed but not matched with courses in DIU in their transcripts.

Inbound Exchange Program

Foreign students willing to avail inbound exchange program in Daffodil International University for one or more semesters up to 3 must apply to the Director, International Affairs through the Director, International Affairs of his own University. The following policy will be applicable for inbound exchange program.

3.1 Inbound exchange program will be applicable in Government (Ministry of Education or relevant organizations) universities/institution of that country.

Candidates for availing this program must have obtained "B" or equivalent in their native University. Original transcripts and other relevant papers should accompany the application. The application should also contain a consent letter from his/her parent University. The student must be proficient in English language. After successful completion of course(s) in DIU, the student will be awarded an official transcript/ certificate for those course(s).

Registration, tuition, residential requirement and other fees will be charged as per existing rules of the University. However, tuition fee may be waived as per agreement between the two Universities.

In exceptional cases, students having CGPA slightly less than B may be considered eligible for the program, provided the authorities of both countries agree.

Academic Staff Exchange

- Internationalisation in terms of academic and staff mobility
 - Daffodil International University has already established academic linkages with top Universities of the world. This will strengthen academic staff exchange program of DIU. As a result, DIU faculty members will have the exposure of modern and excellent teaching techniques and research potentials. This exchange program will primarily be guided by the terms and condition of the agreement between the two participating Universities. The policies for the program are:

4.1 For availing the above opportunity, permanent faculty members who have served the University for at least three years may apply through the Head of the Department and the

Dean of faculty to the Director, International Affairs. Director will make necessary arrangement for approval of the University Vice-Chancellor.

4.2 Exchange program will have duration of a maximum period of one semester. However, in special cases, the duration may be extended for further period depending on the agreement between the two participating Universities. The participatory faculty member will enjoy monthly salary, allowances, benefits, bonus, provident fund etc from his own University. The incumbent faculty member will also receive allowances (air fare, daily allowances, living allowances, transport cost etc) as per the conditions of the exchange program.

4.3 The VISA and other paper processes linked to it with travelling to the foreign University will be managed centrally by the office of the Director, International Affairs.

The issues which are not covered above and may arise in future during the tenure of the exchange program will be decided by the authorities of the two Universities.

• Internationalisation in terms of Educational Programs

Daffodil International University (DIU) has been working to internationalize its educational programs to provide students with a globally competitive education. The university has been incorporating international perspectives and best practices into its educational programs to prepare students for the global workforce. Some of the internationalization strategies in terms of educational programs that Daffodil International University has implemented include:

- **Dual Degree Programs:** DIU offers several dual degree programs in collaboration with international universities. These programs provide students with the opportunity to earn degrees from both DIU and the partner universities. Dual degree programs enhance students' academic and professional opportunities and provide them with an international experience.
- **International Faculty:** DIU has a diverse faculty from different countries who bring international perspectives and expertise to the classrooms. This provides students with exposure to different cultures and perspectives and prepares them to work in a global environment.
- **International Curriculum:** The university has developed an international curriculum that incorporates global perspectives, cross-cultural communication, and intercultural competence into the courses. The curriculum is designed to provide students with a comprehensive understanding of global issues and prepare them for the challenges of a rapidly changing world.

- Study Abroad Programs: DIU offers study abroad programs that allow students to study in partner universities abroad for a semester or a full academic year. These programs provide students with an opportunity to experience different cultures, learn new languages, and gain exposure to different educational systems.
- Online Learning: DIU offers several online courses and programs in collaboration with international universities to provide students with an opportunity to learn from the best educators around the world. This provides students with a flexible learning experience and an opportunity to connect with peers from different countries.

Daffodil International University is committed to internationalizing its educational programs to provide students with a globally competitive education and prepare them for the challenges of a rapidly changing world.

- Internationalisation in terms of research, projects and events

Daffodil International University (DIU) has been actively working to internationalize its research, projects, and events to enhance its global reputation and promote knowledge sharing. The university has been collaborating with international universities and organizations to conduct joint research projects and organize international events. Some of the internationalization strategies that DIU has implemented in terms of research, projects, and events include:

- International Research Collaborations: DIU has established partnerships and collaborations with international universities and organizations to conduct joint research projects. These collaborations provide opportunities for faculty and researchers to share knowledge and expertise, and produce high-quality research outputs. DIU has collaborated with universities and organizations from countries such as Australia, Canada, Germany, India, Malaysia, and the United States.
- International Conferences and Seminars: DIU has been organizing international conferences and seminars to promote knowledge sharing and networking. These events provide opportunities for researchers and academics from different countries to share their research findings and expertise. The university has organized several international conferences and seminars, such as the International Conference on Networking Systems and Security (NSysS), the International Conference on Electrical, Computer, and Communication Engineering (ECCE), and the International Conference on Business and Economics (ICBE).
- International Projects: DIU has been involved in various international projects that aim to solve global challenges. These projects provide opportunities for students and faculty to work on real-world problems and learn about different cultures and perspectives. DIU has been involved in several international projects, such as the EU-funded project on "Global Education Linkages and Outreach" and the US State Department-funded project on "Strengthening Engineering Education in Bangladesh."
- International Journals: DIU has been publishing several international journals to promote research and scholarship. These journals provide opportunities for researchers and scholars from different countries to publish their work and share knowledge. The university has several

international journals, such as the International Journal of Information and Communication Technology (IJICT) and the International Journal of Innovation and Applied Studies (IJIAS).

Daffodil International University has been actively working to internationalize its research, projects, and events to promote knowledge sharing, enhance its global reputation, and solve global challenges.

- **SWOT analysis of internationalization**

SWOT analysis is a strategic tool used to evaluate the strengths, weaknesses, opportunities, and threats of an organization or a project. Here is a SWOT analysis of the internationalization of Daffodil International University:

Strengths:

Strong commitment to internationalization: DIU has a strong commitment to internationalization, which is reflected in its strategic plan and initiatives.

- **Diverse student population:** The university has a diverse student population from different countries, which provides opportunities for cross-cultural interaction and learning.
- **International collaborations:** DIU has established partnerships and collaborations with several international universities and organizations, which provide opportunities for research, faculty and student exchanges, and joint programs.
- **Experienced faculty:** The university has a diverse and experienced faculty, including many international faculty members, who bring international perspectives and expertise to the classroom.

Weaknesses:

- **Limited funding:** DIU may face financial constraints in implementing internationalization initiatives, such as faculty and student exchanges, international conferences, and study abroad programs.
- **Limited recognition:** The university may face challenges in gaining recognition and credibility in the international academic community, especially in comparison to more established universities.

Opportunities:

- **Growing demand for international education:** There is a growing demand for international education, and DIU can tap into this market by offering innovative and high-quality international programs and courses.
- **Emerging markets:** There are emerging markets in Asia, Africa, and the Middle East, which provide opportunities for DIU to establish partnerships and collaborations with universities and organizations in these regions.

- Technological advancements: Technological advancements have made it easier for DIU to internationalize its educational programs, research, and events, such as online courses, virtual conferences, and collaborations.

Threats:

- Political instability: Political instability in Bangladesh and other countries where DIU has partnerships and collaborations may impact the implementation of internationalization initiatives.
- Competition: There is intense competition among universities for international students, faculty, and collaborations, and DIU may face challenges in standing out in the crowded international academic market.
- Regulatory barriers: Regulatory barriers, such as visa restrictions and accreditation requirements, may pose challenges to DIU's internationalization efforts.

Daffodil International University has several strengths and opportunities to successfully internationalize its educational programs, research, and events. However, the university also faces some challenges and threats, which need to be addressed to ensure the success of its internationalization initiatives.

II. GENERAL AND SPECIFIC OBJECTIVES

The general objective of internationalization in Daffodil International University (DIU) is to enhance the quality of education, research, and innovation by creating a global learning environment that promotes cultural diversity, international cooperation, and cross-cultural understanding. The specific objectives of internationalization in DIU are as follows:

- To provide students with international exposure and experiences through study abroad programs, international internships, and global learning opportunities.
- To attract international students and faculty to promote diversity and multiculturalism on campus and provide opportunities for cross-cultural learning and exchange.
- To establish partnerships and collaborations with international universities and organizations for joint research, faculty and student exchanges, and joint programs.
- To promote internationalization in the curriculum by incorporating global perspectives and intercultural competence into the learning outcomes of all courses.
- To organize and participate in international conferences, seminars, and events to promote knowledge sharing and networking with the global academic community.
- To provide faculty and staff with opportunities for professional development and exchange programs to enhance their expertise and global perspectives.
- To enhance the reputation and ranking of DIU by promoting its internationalization efforts and achievements in the global academic community.
- To contribute to the development of the society and economy of Bangladesh by promoting international research, innovation, and entrepreneurship.
- To promote the United Nations' Sustainable Development Goals (SDGs) through international partnerships, research, and projects that aim to solve global challenges.

The objectives of internationalization in DIU are aimed at creating a globally competitive university that produces graduates who are equipped with the knowledge, skills, and competencies to succeed in the global marketplace and contribute to the sustainable development of the society and economy of Bangladesh.

III. MEASURES / ACTIVITIES NECESSARY TO ACHIEVE THE EXPECTED OBJECTIVES AND RESULTS

To achieve the expected objectives and results of internationalization in Daffodil International University, the following measures/activities are necessary:

- **Development of Internationalization Strategy:** DIU needs to develop a comprehensive internationalization strategy that outlines the objectives, goals, and activities related to internationalization. The strategy should be aligned with the university's overall mission and vision and should be regularly reviewed and updated.
- **Faculty and Staff Development:** DIU needs to provide opportunities for faculty and staff to develop international competencies through training, workshops, and international exchange programs. The university should encourage faculty to engage in international research collaborations and to attend international conferences and seminars.
- **Curriculum Development:** DIU needs to incorporate global perspectives into the curriculum and develop courses that address global challenges and promote intercultural competence. The university should also consider offering dual-degree programs, joint programs, and online courses to attract international students and faculty.
- **Student Mobility:** DIU needs to promote student mobility by providing opportunities for students to study abroad, participate in international internships, and engage in global learning activities. The university should also attract international students by offering scholarships and other incentives.
- **Partnerships and Collaborations:** DIU needs to establish and maintain partnerships and collaborations with international universities and organizations to promote joint research, faculty and student exchanges, and joint programs. The university should also consider joining international networks and associations to expand its global reach and reputation.
- **International Events and Activities:** DIU needs to organize and participate in international events and activities, such as conferences, seminars, and workshops, to promote knowledge sharing and networking with the global academic community. The university should also consider hosting international events on its campus to promote its internationalization efforts and achievements.
- **Marketing and Branding:** DIU needs to promote its internationalization efforts and achievements through marketing and branding activities, such as social media, website, and publications. The university should also consider participating in international rankings and ratings to enhance its global reputation.
- **Funding and Resources:** DIU needs to allocate sufficient funding and resources to support its internationalization efforts, such as scholarships, grants, and internationalization programs. The university should also consider developing partnerships with international organizations and donors to access additional funding and resources.

The above measures/activities are necessary to achieve the expected objectives and results of internationalization in Daffodil International University. The university needs to take a holistic and strategic approach to internationalization that involves all stakeholders, including students, faculty, staff, and international partners.

IV. ESTIMATING THE IMPACT AND FINANCIAL AND NON-FINANCIAL COSTS OF IMPLEMENTATION

Estimating the impact and financial and non-financial costs of implementing internationalization in Daffodil International University (DIU) can help the university assess the feasibility of its internationalization strategy and plan for resource allocation. The impact and costs of internationalization in DIU are discussed below:

Impact:

- **Enhancing Quality of Education:** Internationalization can enhance the quality of education by exposing students to global perspectives, increasing cultural awareness, and improving language skills.
- **Increasing International Visibility and Reputation:** Internationalization can enhance the international visibility and reputation of DIU by attracting international students, faculty, and partnerships.
- **Promoting Research and Innovation:** Internationalization can promote research and innovation by providing opportunities for international collaborations and partnerships.
- **Contributing to Sustainable Development:** Internationalization can contribute to sustainable development by promoting research and projects that address global challenges.

Costs:

- **Faculty and Staff Development:** DIU needs to invest in faculty and staff development programs, including training, workshops, and international exchange programs.
- **Curriculum Development:** DIU needs to invest in curriculum development to incorporate global perspectives into the curriculum and develop courses that address global challenges.
- **Student Mobility:** DIU needs to invest in student mobility programs, including study abroad programs, international internships, and global learning activities.
- **Partnerships and Collaborations:** DIU needs to invest in developing and maintaining partnerships and collaborations with international universities and organizations.

- International Events and Activities: DIU needs to invest in organizing and participating in international events and activities, such as conferences, seminars, and workshops.
- Marketing and Branding: DIU needs to invest in marketing and branding activities, such as social media, website, and publications.

Non-Financial Costs:

- Time and Effort: Implementing internationalization requires time and effort from faculty, staff, and students.
- Cultural Adaptation: Internationalization requires cultural adaptation, which can be challenging for students, faculty, and staff.
- Administrative Complexity: Internationalization can create administrative complexity, such as visa issues, logistics, and communication barriers.

The impact and costs of implementing internationalization in DIU depend on the university's internationalization strategy and its resources. While internationalization can bring significant benefits, it also requires a significant investment of resources, both financial and non-financial. DIU needs to carefully assess the impact and costs of internationalization to ensure its long-term sustainability and success.

V. EXPECTED RESULTS AND PROGRESS INDICATORS

Expected results and progress indicators are essential to evaluate the effectiveness of the internationalization strategy of Daffodil International University (DIU). The expected results and progress indicators for DIU's internationalization efforts are discussed below:

Expected Results:

- Increase in the number of international students enrolled in DIU programs
- Increase in the number of international partnerships and collaborations
- Increase in the number of international faculty and staff at DIU
- Increase in the number of study abroad opportunities for DIU students
- Increase in the number of research collaborations with international partners
- Increase in the number of international conferences and events hosted by DIU
- Improvement in the global ranking of DIU
- Improvement in the quality of education at DIU through the incorporation of global perspectives and best practices.

Progress Indicators:

- Number of international students enrolled in DIU programs
- Number of international partnerships and collaborations established and maintained
- Number of international faculty and staff recruited by DIU
- Number of DIU students participating in study abroad programs
- Number of research collaborations with international partners
- Number of international conferences and events hosted by DIU
- DIU's global ranking in various university rankings
- Feedback from students, faculty, and staff on the quality of education at DIU.

These progress indicators can help DIU track its progress in achieving its internationalization objectives and identify areas for improvement. Regular evaluation and monitoring of these progress indicators can help DIU adjust its internationalization strategy to ensure that it is aligned with its objectives and goals. success.

VI. IMPLEMENTATION, MONITORING AND EVALUATION OF THE STRATEGY

Implementation, monitoring, and evaluation of the internationalization strategy is crucial for the success of Daffodil International University's (DIU) internationalization efforts. Here are some steps that DIU can take to effectively implement, monitor, and evaluate its internationalization strategy:

Implementation:

- Develop a detailed action plan with specific tasks, timelines, and responsibilities for each objective and measure.
- Allocate appropriate resources such as financial, human, and technological resources to support the implementation of the strategy.
- Create a cross-functional team responsible for implementing the strategy and assign specific roles and responsibilities.
- Communicate the strategy and its objectives to all stakeholders, including faculty, staff, students, and international partners.
- Monitor the progress of the implementation regularly and adjust the strategy as needed to ensure that it is aligned with the objectives.

Monitoring:

- Develop key performance indicators (KPIs) to monitor the progress of the strategy and measure the achievement of the objectives.
- Collect data regularly on the KPIs and analyze the data to evaluate the effectiveness of the strategy.
- Identify any gaps or challenges in the implementation process and address them promptly.
- Provide regular feedback to the cross-functional team responsible for the implementation to keep them motivated and engaged.

Evaluation:

- Conduct periodic evaluations of the strategy to determine its effectiveness in achieving the objectives.
- Evaluate the impact of the strategy on the university's operations, such as student enrollment, research collaborations, and international partnerships.
- Analyze the financial and non-financial costs and benefits of the strategy.
- Incorporate feedback from stakeholders to improve the strategy and ensure that it aligns with their needs and expectations.

By following these steps, DIU can effectively implement, monitor, and evaluate its internationalization strategy and ensure that it achieves its objectives and goals.

VII. RISKS IN THE STRATEGY IMPLEMENTATION PROCESS

Implementing an internationalization strategy can involve several risks for Daffodil International University (DIU). Here are some of the risks that DIU may face during the implementation process:

- **Financial Risks:** Implementing an internationalization strategy can be expensive. DIU may face financial risks if the costs of implementing the strategy exceed its budget or if it fails to attract enough international students or partnerships to generate sufficient revenue.
- **Cultural Risks:** Internationalization involves engaging with people from diverse cultural backgrounds. DIU may face cultural risks if it fails to respect cultural differences and expectations, which could result in misunderstandings, miscommunication, or conflicts.
- **Legal and Regulatory Risks:** DIU may face legal and regulatory risks if it fails to comply with laws and regulations related to international education, immigration, and labor laws.
- **Reputation Risks:** DIU's reputation may be at risk if it fails to deliver quality education or meet the expectations of international students or partners. Negative feedback from international students or partners could have a significant impact on DIU's reputation and future growth prospects.
- **Operational Risks:** Implementing an internationalization strategy can involve changes to DIU's operations, systems, and processes. DIU may face operational risks if it fails to manage these changes effectively or if it experiences technical problems or system failures.
- **Strategic Risks:** DIU may face strategic risks if the implementation of the internationalization strategy does not align with its long-term goals or if it fails to achieve its objectives.

To mitigate these risks, DIU should conduct a comprehensive risk assessment and develop a risk management plan that outlines strategies for addressing these risks. DIU should also have a contingency plan in place to respond to any unforeseen events or emergencies that may arise during the implementation process. Regular monitoring and evaluation of the implementation process can also help identify and address any risks that may emerge.

ANNEX:

ANNEX I: IaH action plan