

# **”Fostering Resilience and Pro-Active Management in Higher Education and Int’l Mobility”**

*Reziliencia-fejlesztés és pro-aktivitás  
a felsőoktatás mobilitás-menedzsmentjében*

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## COVID19 sprg 2020: what can we learn in order to move on with a more resilient global exchange community?

periods of uncertainty ▣ need to make as safe and effective as possible

**External info sources:** daily news, measures, organizations of international mobility (e.g. NAFSA, EAIE, Tempus)

**Internal info sources:** institutional data on students, virus-ridden peer groups, methods of prevention and handling the situation

▣ **Operations 24/7**

▣ **Structural changes** (need for a systematic approach to professional development, the importance of pro-active leadership and succession planning—Z. Paprika et al: “The Trigger for Institutional Change” <https://www.globalfocusmagazine.com/the-trigger-for-institutional-change/>)

▣ **Decision making**

▣ **Developing toolkits/attitudes** to enhance preparedness at all levels

▣ **New work formats** that accommodate instant changes

“Organizational Resilience in Higher Education: A View from Hungary” (JK)



# UPE/TE international desk--HEI managements globally: current challenges

- losing potential international students
- coping with instant campus evacuation
- emergency aid for individual students on campus and at Erasmus partners
- online teaching: online programs had not been developed
- faculty under time pressure, workload and methodological inadequacies
- educators prepared to uneven extent
- IT: instant action needed for extended services
- mobility coordinators communicate, assist, organize when they also needed support
- IR office: distance and online work, personal concerns
- partner institutions: varied responses, increased flexibility needed
- externals: uneven flow of information and regulations
- IR office heads: personal, professional pressures overload, leadership skills ready?

**It has felt like a war without clear leadership, strategies and visible enemy.**

- **Demand for better leadership to tackle future crises**
- **Potentials for growth, improvement**



# Fundamental questions to ourselves

**What attitudes** could help the process of

- adopting internationalization to the quickly changing situation and
- to communicating effectively with leaders and employee?

**How to cooperate** with fellow decisionmakers on mobility issues?

**What model** could help my own work as the director of international relations in the coming years?



# Essential factors in resilience (individuals, orgs, univs, IROs)

- strengthening relevant social and institutional ties (eg. UPE: KKM SD, sport federations, ITM, MET, OSEI)
- prioritizing partnerships (int'l and domestic, GO, NGO)
- joining professional alliances (e.g. internationalization orgs)
- avoiding negative outlets
- helping others, empathic attitudes
- being proactive
- keeping things in perspective
- learning from the past, here especially: sprg 2020
- keeping to our goals, adjusting them to the new situation (e.g. rescheduling, reprioritizing, new goals)

Based on David Palmiter, PhD, et al <https://www.apa.org/topics/resilience>







Mirror 1:  
A model to study for  
decisionmakers in HE

## **9 strategic areas**

can be implemented in combination as part of organizational resilience strategy

## **16 behavioral characteristics:**

adaptiveness, awareness, collaborativeness, commitment, creativity, preparedness, innovativeness, inclusiveness, flexibility, efficiency, diversity, reflectiveness, resourcefulness, respect, responsiveness, responsibility and strong assets, + pro-active thinking

## **Org management and IROs need to**

- ▀ consider all these features
- ▀ evaluate how adaptive, flexible and responsible me and my unit and the management of my university have been over the last few months
- ▀ figure out what shall we do at all levels to ensure that these features characterize our daily work around the mobility and partnership offices and our communication with our HE leaders

# 1 Communication

distances and communication in our organizational structure and culture affect significantly the time requested for action, the available resources and the efficiency of communication. E.g.:

- emergency dorm evacuation
- rescheduling, reorganizing teaching
- evaluation /entrance exams
- community gatherings (graduation ceremony, doctoral defense)

**Int'l student and faculty exchange:** intensified multichannel, multilevel communication (parents, embassies, national agencies, govn. orgs included via various platforms)

**Partnerships** have also been affected  
relevant contra-selection, re-prioritization and value readjustment  
international collaborations in the areas of research and trainings

New **online and blended learning platforms** at the pro-active institutions

Increasing **ad hoc (online) meetings** negotiations (internal and external)



## **2 Culture & Behaviors**

Resilience requires intentional effort to ensure a healthy culture throughout the organization

- effective communication upward, downward and sideways
- collaborative attitudes between institutional leaders and the IRO
- motivated management and employee

continuously performance monitoring (e.g. student services and numbers)

## **3 Preparedness & Managing Risk**

- intentional risk management and preparation
- account for all the assets available
- can activate resources upon demand in time
- ability to anticipate, plan and respond in time
- responsible attitudes of the coordinators and leaders

+ assess all the downfalls and prospective benefits of the crisis

(e.g. UPE IRO: Boost Your Coaching Skills webinar on limited physical activity periods of athletes, pros, double degree blended programs to develop with int'l partners)

## **Mirror 2: Organizational resilience in HEIs: questionnaire** (based on O. Serrat's indicators)

### **Leadership and Culture**

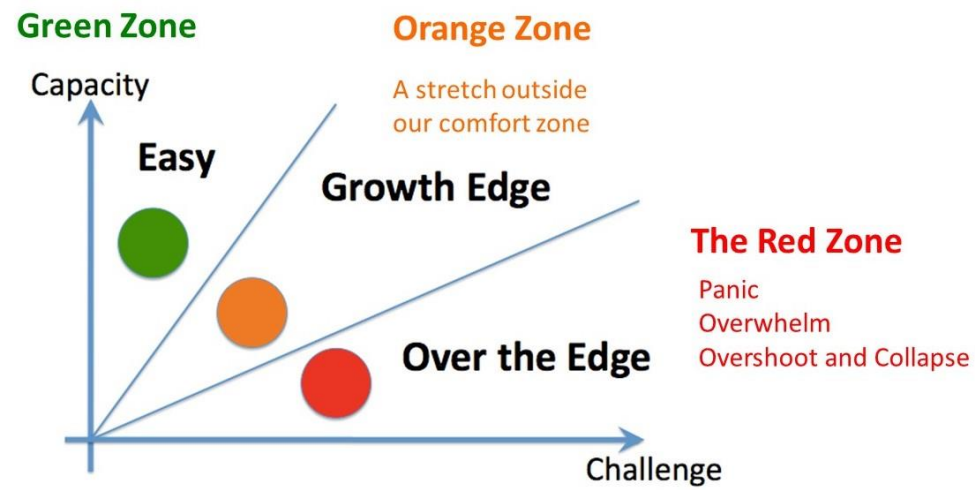
- Do you consider the leadership of your university powerful in decision making at the time of crisis?
- Is there a continuous reevaluation and readjustment of org goals?
- Is the staff encouraged to be vigilant, flexible, effective?
- Is internal communication effective? (responding to bad news)
- Does the staff have proper authority to respond quickly?
- Are appropriate persons involved in decision making?
- Is the staff encouraged and rewarded to have creative ideas and novel ways to respond to emergency?

### **Networks**

- Does your Univ have effective partnerships to respond to emergency?
- Leveraging knowledge: do you think staff is trained and have got relevant information and resources to respond?
- Breaking silos: are barriers in response minimized?
- Internal resources: does the management mobilize proper resources in time to handle crisis situations?
- Is there extra capacity available, and due persons authorized to use those capacities?

### **Change Readiness**

- Unity of purpose: is it defined at all levels?
- Proactive posture: is there a strategic readiness to respond to early warnings prior to crisis,
- Planning strategies to cope with vulnerability: are there any at your university?
- Stress testing: are possible scenarios designed to respond at all levels?



<https://positivepsychologytraining.co.uk/training/resilience/>

Whitney Bennett, Helen Halt, Tyler Morki:  
"Advocate with Data: A Data Primer for the International Education Office." (NAFSA2020)

## Mirror 3: Assessing where you and your university are



<https://www.bsigroup.com/en-GB/our-services/Organizational-Resilience/Organizational-Resilience-Benchmark/>

# “You will know a crisis leader when you experience one.”

## Effective Leadership:

Personal integrity, persistence charisma, intelligence, critical thinking, respect, great communication skills, and many more features, beyond those of a boss.

Based on: © Copyright 2011, MissionMode Solutions and Michael Lazcano

## Effective Crisis Leadership:

- Remains calm, courageous, positive throughout the crisis
- Reinforces and praises the IR team, delegate tasks effectively, trust the coordinators
- Profound sense for the welfare of those being served: students, faculty
- Remains resilient even under difficult conditions
- Understands the need to be “in service” for others
  - + can stay up late at night for work and communication with transcontinental partners...

Based on: [https://www.slideshare.net/missionmode/five-disciplines-of-organizational-resilience?from\\_action=save](https://www.slideshare.net/missionmode/five-disciplines-of-organizational-resilience?from_action=save)

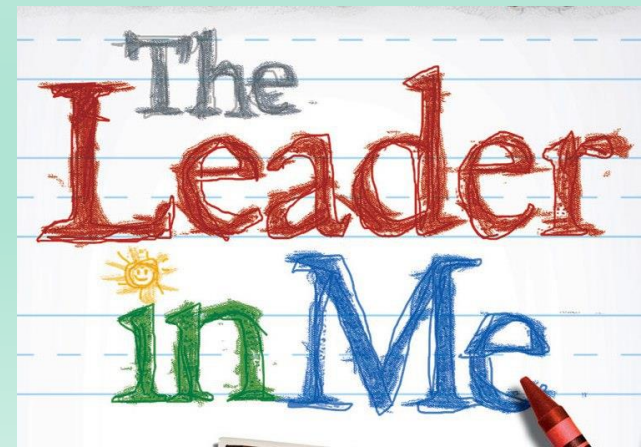
## Trainings for the IRO staff:

NAFSA2020 E-conference Resources and Publications, Leadership books

Online workshops, webinars on int’l mobility management (e.g. EAIE, Tempus)

## Further help for you as a leader:

Proactive business coaching





## **Relationships Matter During a Crisis: Stay in the Present**

- FACE YOUR EMOTIONS
- SHOW RESPECT
- MAKE CONNECTIONS
- BE POSITIVE: A leader's attitude is contagious. Leaders are dealers in hope.

## **Maintaining Perspective in a Crisis: Stay Cool**

- THINK "TODAY": Take the crisis one day at a time.
- FOCUS ON THE POSITIVE: Avoid negative people, thoughts, talk
- GET GROUNDED (5-minute private breaks, relaxation techniques, keep your balance)
- PRIORITIZE AND FOCUS: Keep meetings short, be more assertive, say "no" more often, concentrate on only major issues, skip secondary tasks, concentrate on the greater vision

➤ **“Stop and realize that you are alive and that much good will come out of the crisis.”**



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