




CvB stukken voor agenda Universiteitsraad

Overlegvergadering d.d. : 13 december 2017
Commissievergadering : SI
Agendapunt : Student Mobility Policy
Bijgevoegde stukken : Student Mobility Policy

Betrokken dienst: S&B

Secretaris: Mazier

Portefeuillehouder: van der Chijs

paraaf: 
paraaf: 
paraaf: 

1. Status agendapunt:

Rol URaad:

- Ter informatie
- Ter advisering
- Ter instemming
- Anders: ter discussie

2. Eerder behandeld in:

Naam gremium:

Datum behandeling:

Naam agendapunt:

Conclusie toen:

3. Toelichting/samenvatting:

Background

The internationalization vision 2015-2020 of the executive board has been agreed by the UR in 2015. Part of this strategy is that the UT has formulated an ambition on the exchange of students or rather the ambition to give 75% of the bachelor students an international experience. A discussion document on student mobility policy has been drafted which outlines some of the most relevant future challenges. The executive board would like to discuss the main principles of the exchange policy document with the university counsel before a final document is drafted.

Process of document

A joint working group with staff from faculty as well as departments have jointly drafted the enclosed document. After which it has been discussed with the "platform of international affairs". Also the deans have given their preliminary opinion on the document recently.

We would like to ask the council to form an opinion on the future of student mobility as well. After your input we will start drafting a final document which will be discussed in the faculties with the relevant staff (amongst which whom the internationalization coordinators). After that the final version will be discussed in the executive board and will then be presented to your council again for a final opinion.

Points for discussion

Particular points we would like to discuss with you for during the meeting are, amongst others;

- The document proposes to change the definition of 75% study experience abroad during the bachelor to 75% during the bachelor or the subsequent master at the UT. How do you envision the broadening the studying abroad experience to the master phase as well?
- The document states that (new) faculty policy is needed with concrete pathways per educational programme to increase the international experience and make a much more explicit connection to

the curriculum and learning outcomes. As well as more attention to larger quantities of students going to a partner as well as a clearer focus on the quality of the partner. What does the university counsel see as a faculty responsibility and what should be serviced on an institutional level.

- The budget of TMF for 2018 is 100K€. Furthermore the proposal is to decrease the funding per student to 500€. In this way more students can be helped with a scholarship. We would like to hear your opinion on the proposed lowering of the budget per student?

Status of other internationalisation documents

- "Language vision English at the UT"; is being prepared and is scheduled for the first or second cycle of 2018

4. (Voorgenomen) besluit CvB:

Gezien

Gehoord

Overwegende

Besluit het CvB:

GRIFFIE URaad: (door griffie UR in te vullen)

Eerder in URaad aan de orde geweest?

- Nee.
- Ja, op

Conclusie toen:

Nadere toelichting: (Voor als presidium/griffier vindt dat één van bovengenoemde punten nadere toelichting behoeft)

.....
.....

Student Mobility policy

UNIVERSITY OF TWENTE.

CONCEPT

Index

Introduction.....	3
Need for policy	3
Definitions	4
Current situation at UT.....	5
Summary	6
Proposal for student mobility policy UT.....	7
Key Principles.....	7
1. High quality offer for mobility.....	7
Outgoing students	7
Incoming students	10
Advice	11
2. Organisational issues to facilitate staff and students	12
General improvements.....	12
Outgoing students	12
Incoming students	13
Advice	13
3. Communication towards outgoing and incoming students	14
Outgoing students	14
Incoming students	14
Advice	14
4a. Financial compensation – reallocation of scholarship budget	15
Current offer at UT	15
Increase the number of scholarships	Error! Bookmark not defined.
Advice	Error! Bookmark not defined.
4b. Financial compensation – International Mobility Backpack	18
Advice	Error! Bookmark not defined.
Advice to the Executive Board.....	20
Annexes	21
Other terms and definitions	21
Positive aspects of current UT mobility organisation	21
Possibilities for compensating exchange imbalance	21
Benchmark Dutch research universities on scholarship grants	22
Assumptions for calculation International Mobility Backpack.....	22
Outcome brainstorm September 30, 2016	22
Miscellaneous / Recommendations for the future:	24

Student numbers.....	25
Procedure outgoing student mobility application UT	26
Procedure admission incoming student mobility.....	26

CONCEPT

Introduction

This policy statement on student mobility is dedicated to provide more structure and guidance to the mobility organisation at the University of Twente with the purpose of fulfilling the proposed objectives as specified in the UT's Vision 2020. This document has been composed with input from UT exchange staff from the faculties EECMS, ST, ET and BMS, the CES department, and a representative from the Student Union.

This statement will start off by providing background information on the relevance of mobility for the UT and the current situation at the UT. From there, a new international student mobility policy at the UT will be proposed focussing on the content we offer for mobility, organisational necessities, the communication and especially the funding needed for this mobility. The document will conclude with an advice to the Executive Board regarding the decisions which have to be taken.

Need for policy

Internationalisation, and in particular an international experience during studies, has become more important to universities, students and the Dutch government. Having an international experience not only is important for a student's personal development, but also contributes to a well-educated labour force, which is beneficial to the economic position of the Netherlands (Rijksoverheid, 2016).

According to the statistics presented by Nuffic, 22% of the Dutch HE students does have an international experience during their studies. However, 49.4% of the first year students would like to go abroad for their studies. Furthermore, another 41% thinks of going abroad for their studies, but is hesitant. Only 9.7% of the students indicates that they are not interested in going abroad (ASVA, 2016).

In line with the national trends and our firm believe in educating the global citizen, the UT has formulated an internationalisation strategy in which the ambition is expressed to stimulate gaining international competences by amongst others stimulate outgoing mobility. We believe that our students should be studying in an international academic environment preferably outside the Netherlands to become global citizens. In this way they can obtain the necessary international experience to become successful in today's labour market.

Also, the importance of incoming mobility should be stressed. Incoming mobility is a requirement to facilitate exchange possibilities for the outgoing UT students to ensure balanced and sustainable exchange collaborations with Partner Universities. Furthermore, incoming exchange students enrich the international classroom, which provides UT students with an international experience at home. On top of that, there is a fair chance that incoming exchange students on Bachelor level return to the UT for their Master degree. Hence, incoming student mobility is a very important aspect and will be discussed in this statement as well.

In the Internationalisation vision, connected to Vision 2020, the following objective has been formulated:

“By 2020, most BSc students will earn no fewer than 15 European Credits (ECTS credits) abroad. These ECTS credits may be earned by following courses (international minor), completing an internship, or by graduation projects.. We strive for 75% of our students to get a study experience of at least 15 ECTS credits abroad. BSc students who are not able to go abroad will acquire the experience in a

different way, for example by online collaboration, or courses, or by active participation in internationalisation at home activities”.

In this objective, only BSc students are addressed. However, we propose that a student should have an international experience during his or her enrolment at the UT. In other words a student studying his Bachelor and subsequently his Master at the UT can choose in which of the phases going abroad is part of the study programme. Students preferably go abroad during the bachelor but may choose to postpone this to their Bachelor.

Also, it is suggested to include international experiences as part of Joint Degree (JD) and Double Degree (DD) programmes in the count as well. Although JD and DD programmes are examples of degree mobility, these programmes do offer a solid international experience to students and could

POINTS OF DISCUSSION

- Inclusion of international experiences, obtained in the MSc phase, into the 75% objective?
- Inclusion of international experiences, obtained in Joint Degree and Double Degree programmes, into the 75% objective?

therefore be considered to be included in the 75% objective.

Definitions

Although mobility should not be seen as an abstract stand alone activity but much more an integral part of a curriculum a clear definition for the studying abroad period is needed to sharpen the objectives. In the context of the targets stated for 2020, UT defines outbound mobility as follows:

The University of Twente sees international non degree **student (1)** mobility as a limited **period (2)** in which a student is **physically (3)** working in the field of **education and/or research linked to their curriculum (4)**, and as part of their educational program, at another institute (host) than the home university where he or is regularly registered. The purpose of following courses at a host university is not to obtain a degree but graded **credits (5)**. Therefore this form of mobility is also called non-degree mobility.

In this policy document, the outer borders of definitions are stated and apply to all faculties/programs:

1. Student: full degree Bachelor of Science (BSc) and Master of Science (MSc) students.
2. Period: the student should spend at least 15 EC abroad (10 weeks fulltime study load).
3. Physically: Students should be physically present at a university or organisation abroad to participate in another academic environment and mingle with other cultures.
4. Education and/or research linked to their curriculum; This will include:
 - o courses – including credit transfer
 - o BSc/MSc thesis assignments
 - o internships in knowledge institutes, companies etc.
 - o (lab) research projects
5. Credits: the UT programme/examination committee should make sure, in formal agreements, that the obtained credits abroad will be transferred to the UT BSc or MSc programme and fit the home curriculum.

The faculties are free to specify the definition of mobility for their own students based on the specific academic content (point 4). This could be a combination of both credit mobility (exchange, internships, study trips for credits) or international experiences obtained through degree mobility (Joint Degree / Double Degree programmes). The criteria on the minimum stay abroad, the physical presence and the transferable credits are proposed as fixed criteria for all faculties.

Current situation at UT

In September 2016, a kick-off meeting on international student mobility took place among UT stakeholders. The central objective of the day was to outline the current situation in order to expose the positive points as well as the points of improvement and define the necessary measures to be taken to reach the 2020 goals on international student mobility.

In the annex, a table with positive aspects of the current mobility activities as mentioned by the UT stakeholders is presented. UT stakeholders also mentioned points of improvement which can be categorised in the following domains:

1. Content of mobility
2. Educational aspects
3. Organisational issues
4. Communication
5. Funding

In table 1, the points of improvement, as indicated at the Kick-Off session, are listed per domain.

	To be improved – general issues	To be improved outgoing	To be improved incoming
Content of mobility	<ol style="list-style-type: none"> 1. More positive attention within the UT organisation for successful mobility programmes. 	<ol style="list-style-type: none"> 1. Increase the number of agreements with high quality partners that offer English taught education outside EU. 2. Dedicated university wide agreements with partners: more high volume agreements and multidisciplinary approach. 3. Partners should be selected on the basis of new mobility criteria of faculties (e.g. facilitate discipline shifts WB->PSY). 	<ol style="list-style-type: none"> 1. Improve offer / attractive courses (e.g. develop joint minors) 2. Make more use of infrastructure at UT (show best facilities).
Educational issues	<ol style="list-style-type: none"> 1. Timely descriptions about the content of courses offered by the UT and the home university 	<ol style="list-style-type: none"> 1. Establish logical connections between UT educational programmes and courses offered abroad 2. Make learning goals and outcomes for studying abroad concrete 	<ol style="list-style-type: none"> 1. Clear rules about what content can and cannot be followed
Organisational issues	<ol style="list-style-type: none"> 1. Structure that matches the internationalisation targets. 2. Clear and central procedures. 3. Evaluation of abroad experiences. 	<ol style="list-style-type: none"> 1. Academic calendar UT – match with partner 2. Administrative support (VISA and paper work) 3. Make mobility an integral part of the curriculum 	<ol style="list-style-type: none"> 1. Availability of housing for exchange students (stimulate house swapping) 2. Clear communication about housing

Communication	<ol style="list-style-type: none"> 1. Mindset of students 2. Make mobility more visible 3. UT exchange ambassadors 4. Involve (international) student associations 5. More use of communication infrastructure to promote and share offer UT 	<ol style="list-style-type: none"> 1. Pre-departure session 2. Stimulate UT students to conduct summer schools abroad 3. Let's go fair 4. Study abroad info pages on website 5. Study abroad info/lunch meetings 6. Clear and universal mobility information, distribution through one, central channel 	<ol style="list-style-type: none"> 1. Recruitment of free movers & agreement students 2. Pre entry sessions
Funding	<ol style="list-style-type: none"> 1. Limited financial means ask for a smart way of distribution and the need to raise additional money 	<ol style="list-style-type: none"> 1. TMF should grow together with the ambitions 2. Clarity regarding TMF budget and procedure before new book year starts 	Conversion incoming exchange students to full degree MSc or PhD students (benefits financial balance)

Table 1: Overview of points of improvements in UT mobility organisation

Besides organisational issues, other external obstacles relevant to UT students, were mentioned as impediments for a student's decision to study abroad.

The following table shows the most important reasons for students not going abroad (ASVA, 2016; Hampsink & Braam, 2015; Stichting OER, 2010). The data are not collected at the UT, but it is expected that UT students experience the same external obstacles withholding them for going abroad during studies.

External obstacles relevant to UT	Motivational obstacles
Financial issues / lack of money (78,6%)	Too far from relatives
Lack of information (earlier, more often & clear)	Lack of motivation
Housing	No need to go abroad
Administrative issues	No added value of going abroad
Loss of part time job	Quick graduation
Issues in recognition of study results of courses taken abroad	
Admission issues	
Quick graduation	
Uncertainty	

Table 2: External obstacles withholding students from studying abroad

Summary

All in all, there are several obstacles for increasing the outgoing student mobility numbers. The external obstacles, as indicated by students, are related to the points of improvement at the UT as indicated by UT staff. Hence, it is expected that optimisation of the mobility offer, organisational issues, communication and funding can diminish some of the external obstacles. As a consequence, it is expected that more UT students would be open to international mobility if the organisational bottlenecks in the UT's mobility organisation will be improved.

On the other hand, incoming mobility students would also benefit from tackling the impediments as mentioned by UT staff. To become a more appealing and inviting host institution for incoming mobility students, the facilities for this group of students should be in place. This means that aspects as the UT's academic offer, application and admission processes, and practical requirements as VISA and housing should be arranged properly. By addressing and optimising the aspects below, the UT will become more inviting and appealing as a study abroad destination.

Hence, the UT should focus on the improvement of the following aspects:

1. Create attractive and high quality offer for mobility students (abroad and at UT);
2. Educational issues;
3. Organisational issues to facilitate staff and students;
4. Communication towards incoming and outgoing students;
5. Financial compensation.

This statement will now continue with a proposal for a new international student mobility policy for the University of Twente. In this next chapter, the aforementioned aspects will be discussed one-by-one in separate sections.

Proposal for student mobility policy UT

In this chapter, a new policy for international student mobility will be proposed. The aspects of improvements, as discussed in the Introduction, are the pillars for this chapter and will be addressed individually. Before commencing this section of the chapter, some key principles will first be introduced.

Key Principles

In order to reach the 2020 goals for outgoing mobility, it is essential to make some fundamental choices based upon key principles.

1. The quality of the foreign host institution is leading. The quality of the host institution will be evaluated by the programme coordination, or by the departmental exchange coordinator authorised by the programme coordination, and should comply with the conditions set on UT institutional level;
2. The quality of the content of the international experience (e.g. courses, internship) will be evaluated by the examination committee before commencement of the stay abroad;
3. The international experience should result in ECTS credit points for successfully completed components, which will be accepted and transferred to the UT curriculum (credit transfer only);
4. The same policy for UT degree students with a Dutch nationality will apply to UT degree students with a foreign nationality.

1. High quality offer for mobility

Outgoing students

Faculty student mobility policy

To ensure a high quality offer for outgoing mobility students, the objectives for outgoing mobility need to be specified on faculty level. Each educational programme will have to formulate explicit international learning goals connected to the study abroad. Therefore each UT faculty will be requested to formulate a faculty-wide student mobility policy in which the objectives, criteria and learning outcomes for the several types of international experience of students are explained in detail. It is important to address all types of international mobility in this policy as requirements for international mobility in the BSc Minor space are different from requirements set for an internship

on MSc level. This policy should be composed by the Faculty Board member for Education, together with the FAINCO and exchange coordinator.

A faculty-wide mobility policy plays a vital role as it is an essential and solid base for decisions made about student mobility, such as quality of host institutions and individual student course packages. Compliance with the conditions and criteria for an international experience, as well as approval from the examination committee, will be one of the requirements for students for obtaining a TMF scholarship.

All UT faculties will be responsible for developing a faculty student mobility policy, containing at least the following topics:

1. Faculty-level criteria for international mobility:

On faculty level, the Faculty Board member for Education, together with the FAINCO, can establish the scope, definitions and criteria for international mobility of students. The following aspects should be addressed:

- Define student mobility consistent with faculty level learning goals determined by the Faculty Board member for Education and FAINCO;
- Define specific types of mobility that meet the learning goals for an international experience;
- Define the criteria for approval of the content of the international mobility (e.g. criteria for course approval, criteria for approval of internship assignment).

2. Faculty-level criteria for contracting desired (new) partnerships:

In a faculty student mobility policy, criteria and requirements should also be established for contracting desired new partnerships. Four aspects should be considered:

- Quality of host institution (also companies and other organisations can be used);
- Appropriateness of host institution as exchange partner;
- Possibility to increase volume to larger student batches;
- Staff mobility possibilities

Quality of host institution

The faculty should define quality parameters and set minimum standards to assess the quality of host institutions in order to ensure a good quality international experience for UT students, and influx of good incoming exchange students. The assessment of host institutions can be executed by FAINCO's and/or exchange coordinators, in accordance with the formulated quality parameters as defined by the faculty. It is proposed to include the following parameters:

- Discipline ranking of the host university and programme should be comparable to the rankings of UT and the particular UT educational programme. Times Higher Education ranking is recommended;
- Existing research collaborations with UT;
- Quality/reputation of other partner institutions of this particular university should be on similar level as UT;
- (International) accreditations;
- Consortia memberships.

Appropriateness of host institution as mobility partner

Even though a partner might be a high quality institution, this does not automatically imply that all facilities are in place to offer a high quality mobility experience to UT students. Hence, it is important that faculties determine a minimum standard for the following aspects:

- Student safety;
- English taught course offer on BSc and MSc level;
- Student facilities (housing, visa service etc.);
- Healthy mobility balance: contract should be equally desired by institutions and exchange students from both institutions in order to keep the collaboration sustainable over time.

Large student batches

Faculties are requested to acquire new mobility agreements with at least 5 exchange seats per academic year per partner university. Large exchange agreements may be negotiated on discipline-level, but it is recommended to focus on faculty-level and institutional-level agreements to provide students with the possibility to study cross-disciplinary (T-shaped professional).

Current partnerships have to be re-negotiated to increase the mobility number to at least 5 exchange seats per partner university. These places may be divided among several discipline-level agreements as one agreement at one partner university requires just as much administrative workload as two or three agreements. Partners that are not willing to increase the numbers should be phased out over time.

By 2020, 50% of the partnerships should offer at least 5 exchange seats per academic year.

Staff Mobility possibilities

Besides student mobility, the faculty also should think about the implementation of staff mobility among faculty members, yet mainly targeting PhD students as well as UD's. Several activities can be conducted for staff exchange:

- Adequate curriculum comparison
- Conducting guest lectures
- Joint research projects

Staff mobility is a valuable tool in order to build up sustainable relationships with the foreign partner. Also, UT staff will benefit from international mobility as staff members will gain international experience. This also has positive implications for the internationalisation of the classroom and internationalisation activities 'at home'.

3. Diminish organisational workload

Increasing mobility numbers almost automatically means more time investment from UT staff in terms of communication with outgoing and incoming students who seek information, communication with an increasing number of partner universities, more students to supervise and an increasing administrative workload. Also the primary process will see an increasing number of foreign students for a relatively short period of time, which at least will ask for more flexibility of teaching

staff. When in mobility is in balance an equal amount of students will not be following education in return at the UT.

This development will have its effect on the UT support organisation. For this reason, the faculty should implement the following actions in order to stabilise the administrative workload with regards to student mobility:

- Select faculty level strategic partners with whom mobility numbers can be increased by designing joint minors, TWIN programmes, or just larger student batches within specific consortia like ECIU and Global E3. Special attention should be paid to the preservation of the international experience of the student;
- Increase the number of faculty level, or institutional level agreements, in order to ensure exchange of large student batches;
- Evaluate and consolidate the current partner database and only contract new larger agreements which are in line with the faculty's student mobility policy. Agreements with low exchange numbers need to be phased out (e.g. agreements with one or two exchange seats).

4. Communication

In order to reach the 2020 goals, the faculty should incorporate communication measures to increase students' and staff awareness on international mobility possibilities:

- Communication plan: motivate UT students to reach the 2020 goals for mobility.
Responsible: FAINCO, faculty exchange coordinator in collaboration with CES and M&C.
- Internal communication plan: staff can motivate UT students to go abroad. Staff should be aware of the opportunities and actively encourage students to go abroad. Responsible: FAINCO + faculty HR representative.
- Relationship management with partners (visits, invite counterpart to UT, Let's GO, CuriousU).
Responsible: faculty exchange coordinator + CES (Let's GO organisation)
- Work according to agreement procedure CES.

Incoming students

Incoming mobility students from abroad are a valuable contribution to the UT campus and classrooms. There are several reasons why the UT encourages the influx of incoming mobility students, and therefore should strive to increase the high quality UT offer for incoming students:

1. Educate global citizens:

Internationalisation at home / international classroom creates a mutual understanding on the differences and similarities of the different cultures and academic perspectives. Incoming exchange students contribute to an international classroom which will provide UT students with an international experience 'at home'.

Also, the further internationalisation of the curriculum will be stimulated by the presence of international students (bottom up approach).

2. Exchange balance:

Incoming mobility students should balance outgoing UT mobility students. This is a requirement in order to reach the outgoing mobility targets stated. We should make sure that international exchange students have a great international experience both content wise and social wise. This is a necessity in order to keep the balance in attracting incoming students from our partners.

In case of an imbalanced agreement (more UT students going out, than incoming students coming in), there are several options to compensate for the imbalance. These possibilities are listed in the annex.

3. Recruitment:

Recruitment for the full degree MSc programmes at the UT: we hope that students have an inspiring exchange period at the UT and will return to continue with a MSc or PhD programme at the UT. If programmes could improve the offer of combined exchange and degree programmes, this would facilitate the ambition of more influx (e.g. 3+2 programmes of EWI/TNW with USTC). Also, former UT incoming exchange students could be considered as UT alumni. In that way, they can be a valuable asset in recruiting new degree students in the home country.

How to remain competitive?

To ensure that the UT remains an attractive study abroad destination for incoming mobility students, it is important to increase our offer.

Currently, the UT offers HTHT Modules, Exchange Study Packages, Courses and Traineeship / Internships. The UT can only be a successful and attractive partner if our offer is state of the art and meets the requirements of the international academic world. Although a lot seems possible, mobility students are limited in choosing courses at the UT because of the restrictions set by the educational programmes. To stay competitive, it is recommended to make all English taught UT modules and courses available to exchange students, provided that they fulfil the entry requirements. Also, a combination of CuriousU with regular UT modules/courses, or CuriousU in combination with a summer research internship could be considered as an exchange package.

Advice

The actions presented in table 3, are advised in order to ensure a high quality offer for mobility students and to increase the mobility numbers.

Outgoing mobility	Incoming Mobility
<p>Faculties are asked to develop a new, or complement an existing, faculty student mobility policy which includes the following topics:</p> <ul style="list-style-type: none"> Learning goals Quality partners Larger badges of students Communication plan <p>Responsible: Faculty Board member for Education + FAINCO with a supporting role for the faculty exchange coordinator and UT country coordinators (assessment of foreign institutions).</p>	<p>Updating and expanding the course offer for incoming mobility students.</p> <p>Responsible: Faculty exchange coordinator + programme coordinators</p>
<p>A central supervisor to streamline the faculty mobility policies and to assure consistency content-wise.</p> <p>Responsible: appointment of supervisor at central level.</p>	<p>Communication:</p> <ul style="list-style-type: none"> - Improve websites with UT offer - Promote full degree study possibilities at UT under exchange students <p>Responsible: M&C + central exchange team SAO + Faculty exchange coordinator</p>
<p>Stimulate staff exchange with key partners to invest in relationships & make them capable to develop the international curriculum.</p> <p>Responsible: Faculty exchange coordinator (or</p>	<p>Decide about number of CuriousU places available to exchange students & possibility for faculties to buy additional exchange places for CuriousU.</p>

FAINCO) + HR	Responsible: manager CuriousU in collaboration with exchange coordinators.
--------------	--

Table 3: Advise to ensure high quality offer for mobility

2. Organisational issues to facilitate staff and students

To bring the UT mobility organisation to the next level, there are also some organisational aspects that require improvement. Some of these aspects are already solved by the new mobility registration system, Mobility Online, or by the appointment of exchange coordinators within the faculties BMS, ET, ST and EECMS.

However, there are still some open issues that need attention, especially as we are aiming for an increase in mobility students. The reorganisation of the International Office will be key in this respect.

General improvements

Some implications of organisational improvements have effect on both outgoing and incoming mobility students. For both groups it is essential that these the UT will work on the following issues:

1. Create a central desk for both outgoing and incoming mobility students to handle all general questions that are not content-related within the new international office. In this way, faculty exchange coordinators will have more time to focus on content-specific questions and can improve the quality of the exchange experience.
2. Evaluation of study abroad experiences should be executed on faculty level close to the educational program. A consistent central evaluation system should be developed to monitor student satisfaction of both outgoing and incoming mobility students. The publication of testimonials should be included in this procedure.
3. Monitor the balance of exchange agreements and the financial aspects. This information should be collected carefully and be discussed with S&B in order to adjust the policy on mobility.

Outgoing students

The following improvements were mentioned by UT staff in relation to outgoing mobility:

1. Clear and central procedures for all students and staff members on highly important topics as distribution of TMF scholarship funding and exchange application. These procedures should be transparent and available to UT staff in time, so that students also can be informed properly and at the start of their mobility preparations.
2. Monitoring targets. If targets are stated, performance measurement should take place. A regular measurement of annual student mobility data will generate reliable results regarding the 75% target. However, it should be mentioned that student mobility numbers are only available for mobility periods that have been conducted while being at the UT. No information is available on mobility periods conducted by MSc students during their BSc at other HE institutions. Key Performance Indicators (KPI's) should be formulated and a calculation method for the 75% objective should be developed.
3. Management of UT wide agreements. In the current organisation, the management of UT wide agreements is already problematic as there is currently no capacity to fulfil this task properly by one person. Hence, the components of the task are assigned to several persons

at CES. This exchange policy stimulates the development of more UT wide agreements. Hence, capacity for the management of the increasing number of UT wide agreements should be made available at central level (CES).

Incoming students

UT staff also reported several essential improvements with regards to incoming mobility students:

1. Exchange information, course lists and a fact sheet should be ready in time for the incoming exchange students.
2. The housing availability for incoming (mostly EU) exchange students has been lacking over the past two years. A new housing policy, including the exchange students, has been released. This policy mentions that housing for non-EU exchange students will be guaranteed and that efforts will be made promise the same for EU exchange students (from all countries except for the Netherlands). Housing for EU exchange students is a critical topic as alternative housing options through private agencies are not available for short-term lease, which means that a lot of EU incoming exchange students have major difficulties finding housing if they join the UT for only one semester. UT should consider helping those students to enter the private market for example by giving legal advice.

Advice

Based upon the aforementioned improvements, it is advised the make effort to solve the following issues as displayed in table 4.

Outgoing mobility	Incoming Mobility
Create a prominent place for international mobility in the new 'International affairs organisation of the UT'. Inc. a central desk and more capacity for agreement management (UT wide agreements). Responsible: Director CES & S&B	Availability of housing for EU exchange students → work towards clear and attractive offer. Responsible: CES/S&B
Evaluation of study abroad experiences. Responsible: Faculty exchange coordinator + central exchange team SAO	Information for incoming mobility students should be ready in time. Responsible: Faculty exchange coordinator + central exchange team SAO
Define KPI's and collect management information. Also define a calculation method for the 75% objective. Responsible: CES + UT quality assurance team	

Table 4: Advise on organisational aspects to facilitate staff and students

3. Communication towards outgoing and incoming students

Many things in terms of communication towards outgoing and incoming mobility students can be improved. In the previous discussed domains of improvement (high quality offer for mobility and organisational issues), communication constantly plays a vital role and is an essential part of the solution to many issues of the current UT mobility organisation.

However, some specific points have been mentioned by UT staff which can be improved, especially for the outgoing mobility students.

Outgoing students

Communication, and mainly streamlining of the communication towards outgoing mobility students, can still be improved. Also, the use of communication channels should be reviewed.

It is important that UT students have access to the required information regarding mobility at the right time in the process. At this moment, there is a patchwork of content and communication channels used by UT's central level and faculties. The content on these different platforms vary and may or may not be applicable to all UT students.

To make mobility less confusing for a student, central level as well as faculties should collaborate and work together towards one online information platform for mobility advising. In combination with the proposed central desk, as discussed in the previous sub-section on organisational issues, should take away ambiguity and make mobility more accessible.

Incoming students

Communication towards incoming exchange students can also be improved. Essential information about the UT as institution, but also exchange information, should be published on the website and should be sent out to partner universities 3 months before the UT exchange application deadline is due. This would mean that information should be up-to-date by the beginning of January for semester 1 influx, and by the beginning of July for semester 2 influx.

Also, to promote the UT as exchange destination on fairs, M&C is requested to take a more proactive role in providing exchange promotion to facilitate faculty and central exchange coordinators. Incoming exchange students now often receive information for degree-seekers, which is not always applicable to exchange students, and which may lead to a mismatch in expectations regarding an exchange semester at the UT.

Advice

<u>Outgoing students</u>	<u>Incoming students</u>
Work towards one online information platform with uniform content, applicable to all students	Inform incoming exchange students more adequately and sooner
Responsible: Faculty exchange coordinators (streamlining exchange process) + central exchange team SAO	Responsible: CES + faculty exchange coordinators + M&C

4 Financial scenarios

4a. Current offer of the UT for outgoing mobility

In this section, only outgoing mobility students will be addressed as there are no scholarships available for incoming mobility students (except for a few KA107 Erasmus+ scholarship for specific countries). Dutch students are able to keep their right on a study loan (studiefinanciering) and a compensation for the "OV jaarkaart". On top of that the European Commission (inside Europe) and the UT (outside Europe) offers the following financial support.

Externally funded scholarships by EU

- *Erasmus+ Scholarship for Studies*
Erasmus+ Scholarship for Studies is available to UT students who will study abroad at a European partner university. The scholarship money depends on the destination country with a monthly allowance varying between €270 and €390.
- *Erasmus+ Scholarship for Traineeships*
Erasmus+ Scholarship for Traineeships is available to UT students who will do a traineeship (internship or graduation) abroad at an institution within the European Union. The scholarship money depends on the destination country with a monthly allowance varying between €270 and €390.

Internally funded scholarships by UT

- *Twente Mobility Fund (TMF)*
The UT's Twente Mobility Fund (TMF) financially supports UT students who study abroad, in a country outside of the EU, for a period of 8 to 52 weeks. A TMF scholarship is a weekly allowance of €65 per week (€280 per month), with a maximum of €1100 per mobility.
- *Holland Scholarship*
The Holland Scholarship is a scholarship made available by the Dutch Ministry of Education, Culture and Science together with Dutch research universities and universities of applied sciences. The scholarship is meant for students wanting to study, do research or an internship outside the European Economic Area (EU countries, Iceland, Liechtenstein and Norway). The allowance is a fixed amount of €1250. Half of the budget is obligatory matched by UT out of TMF half comes from OCW.
- *Netherlands Asia Honours Summer School (NAHSS)*
Out of TMF 10k Euro is kept separate in order to participate in the NAHSS initiative of the TU Delft and University of Utrecht. Scholarships are €1000 per student. <https://nahss.nl/>
- *Student Ambassador Scholarship*
The Student Ambassador Scholarship is a fixed amount of €200,-, awarded to UT students promoting the UT (representing UT at study abroad fairs, providing a presentation about the UT to local students etc.). The scholarship money is made available from the TMF budget and is additional funding

The available budget for TMF last few years, the scholarship budget varied due to changes in TMF budget as well as changes in Erasmus funding:

- 2015: The total budget (TMF + Erasmus funding) was €497.000, 451 scholarships were available for both BSc and MSc students. Average scholarship of €1100 per student.

- 2016: The TMF budget decreased from €245.000 to €100.000. Later that year, another €120.000 was added to the fund as a temporary measure.
- 2017: The TMF budget initially was €100.000. After a letter by Platform International Affairs (PIA), another €100.000 was added to the TMF budget as a temporary measure. Erasmus+ funding is €350.000 (including staff costs), €300.000 was the actual budget for scholarships. Overall TMF and the Erasmus budget is €500.000.
- 2018: 100k is available for TMF

2018 Important notice:

The first students, starting their assignments in January/February 2018, already applied for TMF funding. CES Scholarship Office, handling TMF applications, will start allocation of TMF funds on the basis of the old and current policy which will mean that funds will be empty for people going abroad in 2018 January until December

4b. Scenario 1 Increase the number of scholarships

Literature shows that financial restrictions are one of the main reasons for students not to go abroad. Therefore, we should consider to remove this restriction as much as possible in order to diminish the barriers for going abroad and stimulate students to obtain an international experience during their studies at the UT.

The UT mobility scholarships Twente Mobility Fund (TMF), Erasmus+ and Holland Scholarship for outgoing mobility should a) increase in line with the targets and b) be deployed strategically.

There are some ways to increase the budget available for mobility:

1. Acquisition of additional external funding (based on projects): e.g. Erasmus, country specific scholarship provides like CSC (China), agreements with companies for paid internships, which is a task for the scholarship office;
2. Reallocation of existing sources (TMF + Erasmus+)
3. Increase of the TMF budget

Ad 1 The first option, acquisition of external funding, it is advised to include this in the UT Scholarship Office (CES).

Ad 2 For the second option, the reallocation of existing funding, a benchmark with Dutch research universities has been conducted. Information about the amount of scholarship money per student at other Dutch Higher Education institutions can be found in the annex. Most universities offer a limited amount of money to students going to non-EU destinations, independent of the length of stay. The advice is that the UT will follow this and lowers the TMF scholarship per student in order to service more students.

Ad 3 Increasing the total budget of TMF for example to the old amount before the CES led cut back (from 100k to 245k) might be a possibility. Another option would be that the faculties choose to invest money themselves

A possible scenario for Twente Mobility Fund (TMF):

- Limit the amount of money involved in the individual grants → more scholarships to distribute.

- Lower the TMF scholarship from €1100 to €500 per student independent on the duration of stay and the non-EU destination. In the end TMF is not meant as
- Redefine the TMF award criteria, add at least the following criteria:
 - At least 90ECTS credits obtained at UT at the start of the scholarship application (BSc level only);
 - Minimum of 15ECTS study load (10 week fulltime study);
 - Report give 25% of the TMF after report has been handed in;
 - Promotional activity for UT while being abroad (only applies to students going to universities);
 - Extra-curricular study semesters or internships will no longer be funded by TMF
 - ITC MSc and MEEM students will be included in the mobility policy
 -

The 'first come, first serve' policy, which is currently applicable to TMF applications, is not the most optimal way of distributing scholarships A lot will argue that it is more desired to have four application periods for TMF per year. Students have to apply before the period deadline, which means that applications can be reviewed properly and available scholarships can be awarded to the 'best' students. Students should be categorised where the best students have a higher chance to get the university of the preference then other students. However, this would change the current procedure dramatically and will possibly have a major implication for the functioning of the mobility registration system 'Mobility Online'. The scholarship applications are fully integrated in this system, and changing the policy would mean that the entire Mobility Online work processes for students need to be reviewed, and potentially be re-programmed.

Erasmus+ Scholarship:

- Limit the number of scholarship months to max. 3 months for courses and max. 2 months for internships. On average, students receive €330 per month, which will be a total scholarship of €990.
- Students can only apply once for E+ funding during their BSc and MSc at the UT.
- Extra-curricular study semesters or internships will no longer be funded by E+.
- Promotional activity for UT while being abroad (only applies to students going to universities).

It is expected that the implementation of the policy changes above could lead to an increase of demand for E+ scholarship because of the higher amount of money in comparison to a TMF scholarship. This effect has a positive influence on the amount of E+ grants we can obtain in the future from the European Commission (the more E+ funding the university uses, the more money will be allocated in the years after, at least for the time being).

By integrating a promotional activity for the UT as criteria to obtain TMF or E+ funding for students, the Student Ambassador Scholarship will be discontinued.

Mobility in numbers

By reallocation of scholarship funds and revision of the scholarship conditions for both TMF and E+, a larger number of outgoing mobility students can be served.

With the TMF budget of 100k euro for 2018 the amount of scholarships would be as follows:

	Budget	Number of scholarships
--	---------------	-------------------------------

NAHSS	10k	10
Holland scholarship	8k (matching deel UT)	13
TMF	82k	164
Erasmus+	250k (scholarship of €990 max. 3 months funding)	250
Total	350k	437

This would lead to a total of 437 scholarships. Which is roughly the amount of students which currently going abroad. A year population consists of roughly 1650 students. This would mean that almost 30% could go abroad with financial support and an unknown amount of students do an internship. Because the mobility movements have only recently with been registrated in a integral system (mobility online) therefor correct numbers are very hard to reproduce.

Nevertheless if 75% were to go abroad this would mean 1237 students.

4b. Scenario 2 Financial compensation for all – International Mobility Backpack

To stimulate students to go abroad during their studies, and to be transparent in terms of communication towards students about possibilities for mobility, including the financial consequences, a pilot with the ‘International Mobility Backpack’ for every new UT degree student is proposed. This would mean that from September 2018 onwards, every newly enrolled full degree student at the UT will get an ‘International mobility grant’ worth €500,- to study abroad. This applies to both newly enrolled BSc students and newly enrolled MSc students (eerstejaars instelling) as long as the educational programme offers the opportunity to go abroad.

Advantages of the International Mobility Backpack

- Recruitment tool.
- Study abroad awareness is raised at an earlier stage, also of those who are not intrinsically triggered to go abroad.
- Unique selling point for UT programmes and perfect match with the international ambition of the UT. No other Dutch university offers a mobility grant to all their students.
- The more UT students and staff are going abroad, “brand awareness” and awareness of UT profile will increase.

Possible disadvantages

- Increasing number of information requests from students (and parents) to UT staff.
- Financial risk for UT if all students actually want to go abroad (more than 75%).
- Clear communication is essential: students can be disappointed when they do not get their backpack granted if they e.g. select a non-partner university, or if study results are insufficient.

Central requirements for students to get the backpack granted

General requirements:

- Only students that have enough study progress will be considered for obtaining a scholarship (at least 105 ECTS credits in the first two years at the UT) (BSc level requirement).
- Only students that apply before the deadline and finish the application in time can be considered.
- Students need to hand in an experience report upon return.
- Students should obtain at least 80% of the credits during their mobility period.
- The mobility should be part of the UT programme; no extra-curricular activities will be funded by the mobility backpack.
- For international full degree students at the UT: it will not be allowed to conduct the mobility period in their home country.

Requirements for study mobility (courses):

- The student commits to organise an activity to promote the UT (Study abroad fair, presentation about UT to fellow students while being abroad).
- Free mover students (students that go to universities without an exchange agreement in place with UT) only get financial and organisational support if this partner is ranked among the top 100 world universities based on the Times Higher Education Ranking.

Requirements for traineeship mobility (internship, research projects):

- Students receiving an internship remuneration of €227 per month (minimum Dutch standard) or higher will not receive additional scholarship money as provided by the mobility backpack.

Requirements for implementation

- The internal UT mobility organization is ready to deal with the increased amount of requests from students by September 2019 (preparation starts in second year of UT programme). The following facilities should be in place:
 - o Partner network: quality partners and plenty of exchange seats.
 - o Central mobility website with general information and faculty-specific information, including description of responsibilities of staff.
 - o Central information desk for mobility.
- This product needs to be communicated to the target group (and their parents), already in recruiting phase, but also during the first year of studies.

Financial implications

In order to make a financial calculation of the International Mobility Backpack, some assumptions have been made to estimate the investment. The assumptions are listed in the annex.

If the UT would like to reach the 2020 targets of 75% of the students going abroad, and we are in favor of implementing the International Mobility Backpack, the following investment is necessary from 2020 onwards:

	Budget	Number of scholarships
NAHSS	10k	10
Holland scholarship	8k (matching deel UT)	13
TMF	482k	964

Erasmus+	250k (scholarship of €990 max. 3 months funding)	250
Total	350k	1237

- UT will have 1650 students per year.
- Number of scholarships needed: 1237 (75% x 1650)
- Erasmus+ will have €250.000 available in 2020 and will cover about 250 grants if the scholarship amount will be limited to €990 (max. 3 months funding).
- TMF needs to cover the remaining 964 grants that are necessary. This means an investment of €500 x 964 = €482000
- The International Mobility Backpack would require an additional investment of €382.000 in comparison to the TMF investment of 2018 (or 237k if you compare to the original budget of 2016)

Advice to the Executive Board

In line with this document, the Executive Board will be asked to agree on the statements below:

1. Agree on inclusion of international experiences obtained at MSc level within the 75% objective.
2. Agree on inclusion of international experiences obtained within Joint Degree and Double Degree programmes within the 75% objective.
3. Request the deans a faculty specific mobility policy for the period 2018-2020.
4. Request HR to further develop the international staff exchange policy with a link to this student mobility policy.
5. Request M&C to support the central and faculty exchange coordinators in further improving:
 - a. Websites for incoming and outgoing mobility students
 - b. Conversion of exchange students to full degree students
6. Request CES and S&B to develop a prominent and clear place for mobility in the 'plan for the international UT support organization' incl. housing, monitoring, who is doing what, central information desk etc.
7. Agree on transforming the Erasmus+ scholarship and TMF in order to create more scholarships.
8. An extra investment depending on the preferred scenario of the Board, the deans and the university council

Annexes

Other terms and definitions

Inbound student mobility (incoming mobility)

UT's definition of inbound mobility is equal to outbound mobility (as formulated above). Since an important objective of inbound mobility is 'Internationalization@home' and 'Internationalization of the curriculum', it makes sense to clarify those terms here.

"Internationalization at home is the purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students, within domestic learning environments." (Beelen & Jones, CIHE 2015).

"Internationalization of the curriculum is the incorporation of an intercultural and international dimension into the content of the curriculum, as well as the teaching and learning processes and support services of a programme of study. An internationalized university will engage students with internationally informed research and cultural and linguistic diversity. It will purposefully develop their international and intercultural perspectives as global professionals and citizens" (Leask 2009; p. 209).

Foreign students applying for an exchange programme at the University of Twente, can select individual courses or can choose one of our HTH modules, Exchange packages, or opt for doing a traineeship.

<https://www.utwente.nl/en/education/exchange-students/>

Student exchange is preferably based on agreements with partner universities. If both universities exchange the same number of students on a yearly basis (balance), there are no tuition fees involved.

Positive aspects of current UT mobility organisation

Outgoing Mobility	Incoming Mobility
Administration of scholarships and agreements	Mobility registration (Mobility Online system)
Time blocked in curriculum. 5 th semester BSc / minor = 30 ECTS	Incoming Exchange Officer per Faculty
Mobility registration (Mobility Online system)	Supervision of Incoming students
Outgoing Exchange Officer per Faculty	Course content at UT
Some partner institutions of high quality	Enthusiasm among students and staff
Availability of Study Tours	CuriousU Summer School
MSc internships at two-year programmes are compulsory abroad (compulsory internships are not integrated in all two-year MSc programmes curricula)	

Possibilities for compensating exchange imbalance

- CuriousU Summer School: over the last years, it was possible to balance 1 outgoing UT student for a semester abroad with 3 CuriousU summer school places for participants from partner universities.
- Summer research internships: if there is a mismatch in academic calendars, foreign exchange students are often welcome to conduct a research summer internship at UT research departments.
- Staff exchange: many foreign universities are eager to receive foreign staff in order to teach courses to their students. This tool can be used in order to balance the UT's outgoing students (e.g. 3 students study abroad, 1 teacher will teach a course for 2 – 4 weeks at the same partner).

- Guest lectures: same instrument as 'staff exchange' but for a shorter period of stay (couple of days). Both ways of staff exchange contribute to relationship building and all the advantages of this for developing higher volume/quality programmes.

Benchmark Dutch research universities on scholarship grants

University	Non-EU grants	Amount €
WUR	No	
TUD	Yes	Fixed amount: €400,-
TU/E	Yes geen non EU studenten omdat hoge fee. fonds int experience	Fixed amount: €600,-
UvA	Yes	<3 months: €500 >3 months: €650
UvT	Yes	Fixed amount: €750,-
UM	No (muv HS)	
UU	Members sororities	250-1000
RUG	Yes	Fixed amount: €650,-
UT	Yes	280 euro per month

Assumptions for calculation International Mobility Backpack

- Calculations are applicable for full degree UT students.
- Technical Medicine students are excluded – no option to go abroad.
- ITC MSc students are included (additional investment of 50k needed, 100 students)
- MEEM students are included (30 students, 15k needed).
- For the BSc programmes, the average drop off rate is 30% in the first two years.
- In the MSc programmes we calculate with a drop off rate of 20% among the 'eerstejaars instelling' students.
- Data from 2014 are used, we expect an average grow rate of 2% in the BSc and MSc phase for the upcoming years.
- We assume that 25% of the students will not go abroad on a scholarship anyway, some just don't want to go, others have lacking study results or select partners we do not have an agreement with.

Outcome brainstorm September 30, 2016

More specific support facilities and work processes will be outlined in project plans managed by CES after the policy has been established. The content of the implementation plan is depending on the education programmespecific strategies.

During the brainstorm in September 2016, several key conditions to reach the objectives and respect the principles above is that enough support is available in terms of:

In more detail:

Available

- Admin of scholarships and agreements
- 5th semester BSc / minor = 30 ECTS
- Mobility online
- Some faculties do have exchange officers
- Some partner institutions
- Supervision
- Housing
- Partnerships

- Course content
- Enthusiasm
- Study tours
- MSc internships at two-year programs are compulsory abroad (not possible for all two-year programs).

Current impediments for increasing the mobility

- **General (in and outbound):**
 - o FTE: Student abroad officers (both decentral and central)
 - o Pre departure sessions
 - o Pre entry sessions
 - o Mindset of students
 - o Make it more visible
 - o UT exchange ambassadors
 - o Involve (international) student associations
 - o More use of infrastructure to promote and share offer
 - o Organizational structure that matches the numbers
 - o Success needs to be rewarded
 - o Clear and central procedures
 - o Evaluation of abroad experiences
 - o Deepen and broadening courses
 - o Reward for mobility (student/staff?)

- **Outbound:**
 - o TMF (financial restrictions) should grow together with the ambitions
 - o VISA
 - o Academic calendar
 - o Paper work
 - o Support
 - o Language
 - o Limited interest
 - o Dedicated university wide agreements with partners: more agreements, multidisciplinary
 - o Increase of agreements outside EU with English taught education
 - o Make it inevitable in the curriculum
 - o Partners should match criteria UT and students (WB->PSY)
 - o Make it unattractive not going abroad
 - o Compulsory
 - o Stimulate UT students to conduct summerschools abroad

- **Inbound:**
 - o Recruitment
 - o Improve offer for inbound exchange
 - o Availability of housing
 - o Course list should be available in time UT
 - o Make more use of infrastructure
 - o Conversion to MSc students
 - o Promotion and communication to attract students to UT
 - Let's go fair
 - Study abroad info pages on website
 - Study abroad info meetings
 - BB study abroad
 - Lunch meetings
 -

Miscellaneous / Recommendations for the future:

Virtual mobility [fund](#)

Next to study and internship mobility a new kind of exchange comes into being; the so-called Virtual Mobility. International courses and projects are being developed with the aid of ICT. Students and teachers from two or more universities participate from their home institution. In many cases international virtual courses or projects will be concluded with a study week at one of the foreign partners in order to reach a mutual conclusion and to present the end results. The Virtual Mobility fund offers participating TU Delft students a partial contribution to their international travel costs.

<http://studenten.tudelft.nl/informatie/academische-ondersteuning/study-internship-abroad/finances/virtual-mobility-fund/>

CONCEPT

Student numbers

UT Total influx third year BSc

	2012		2013		2014	
	1670	100%	1767	100%	1762	100%
Uitval moment	n	%	n	%	n	%
<=6 mnd	153	9%	212	12%	208	12%
7 - 12 mnd	277	17%	290	16%	242	14%
<=12 mnd (uitval jaar 1)	430	26%	502	28%	450	26%
13 - 24 mnd (uitval jaar 2)	50	3%	38	2%	49	3%
Instroom derde jaar	1190		1227		1263	
25 - 36 mnd (uitval jaar 3)	21	1%	18	1%	1	0%
> 36 mnd (uitval jaar >3)	15	1%	7	0%	0	0%
Totaal	516	31%	565	32%	500	28%

Totaal aan inschrijvingen minus de uitval in jaar 1 en 2.

Instroom per BSc programma is ook bekend.

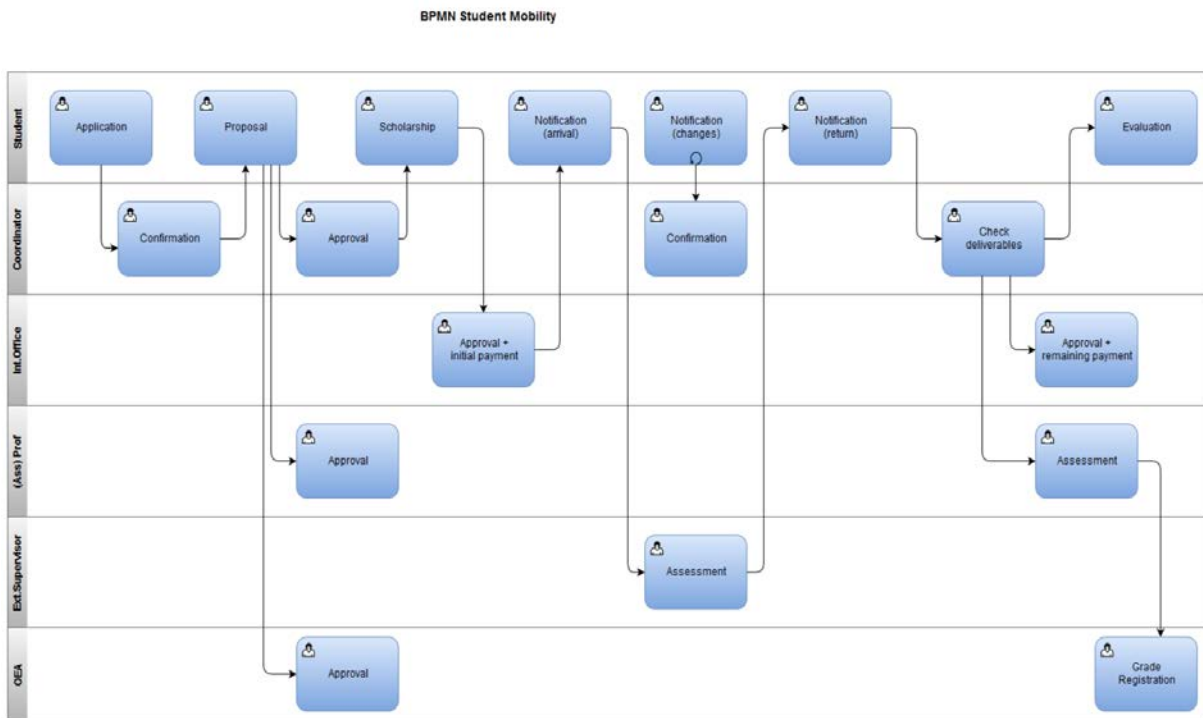
Quantitative objectives:

In 2020, about 1064 BSc students will have an international mobility experience.

Enrollment year	100% of third year students	75% of third year students
2012	1190	892
2013	1227	920
2014	1263	947
2015	1288	966
2016	1313	984
2017	1339	1004
2018	1365	1023
2019	1392	1044
2020	1419	1064

Estimated grow rate of 2% per year based on previous years

Procedure outgoing student mobility application UT



Procedure admission incoming student mobility

