

CvB stukken voor agenda Universiteitsraad

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 Commissievergadering : OOS
 Agendapunt : Visie Internationalisering 2010-2014
 Bijgevoegde stukken : UT Internationalization: Strategic Vision 2010-2014

Secretaris: Van keulen

paraaf: 

Portefeuillehouder: Brinksma

paraaf: 

1. Status agendapunt:

Rol URaad:

- Ter informatie
- Ter advisering
- Ter instemming, onder voorbehoud instemming CvB
- Anders: ter bespreking

2. Eerder behandeld in:

Naam gremium: CvB

Datum behandeling: geagendeerd 1 februari 2010

Naam agendapunt: Visie Internationalisering 2010-2014

Conclusie toen: ter bespreking aangeboden

Naam gremium: CvB-D

Datum behandeling: geagendeerd 17 februari 2010

Naam agendapunt: Visie Internationalisering 2010-2014

Conclusie toen: ter bespreking aangeboden

3. Toelichting/samenvatting:

De UT strategie zoals verwoord in Route '14 benoemd een aantal ambities die direct zijn verbonden met de internationalisering van de UT. Om die reden is de UT internationaliseringsvisie geschreven, waarin vanuit de ambities van de UT de doelstellingen en aandachtspunten ten aanzien van internationalisering voor de periode 2010-2014 zijn geformuleerd.

4. (Voorgenomen) besluit CvB:

De Internationaliseringsvisie ligt in de URaad ter bespreking voor. Het College van Bestuur vindt het van belang dat de UR haar input kan leveren, welke meegenomen zal worden in het vervolg van dit proces. Tevens zal deze visie worden besproken in het CvB-D overleg van 17 februari 2010.

De verschillende op- en/of aanmerkingen zullen in een volgende versie worden opgenomen.

De definitieve versie zal t.z.t. aan de UR ter advisering worden voorgelegd.

Bijlagen:

1. UT Internationalization: Strategic Vision 2010-2014
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GRIFFIE U Raad: (door griffie UR in te vullen)
Eerder in U Raad aan de orde geweest?

- Nee.
- Ja, op
Conclusie toen:

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

UT Internationalization: Strategic Vision 2010-2014

Introduction

This paper presents the key areas of attention for UT internationalization for the period 2010-2014. These areas are a direct translation of the strategic vision of the UT as presented in Route '14 and they will serve as a platform for further detailing action plans in the coming years. The University of Twente defines internationalization as; integrating the international and intercultural dimension in education, research and the supporting organization. Internationalization at UT is not a goal in itself, it is a strategy to realise the long term research and education ambitions of our University. As such internationalization is a priority theme in the UT's policy agenda.

This strategic vision on internationalization for the first time also involves the ITC activities. The UT-ITC merger provides excellent opportunities for further strengthening ITC's international position and for integrating ITC's extensive knowledge and international network in the UT activities and organisation. ITC's strategic agenda 2010 which is currently being formulated will initiate the next steps in this process.

Strategic Context

Route '14 elaborates on the challenges the UT is facing. It provides an answer to these challenges by identifying the priority areas of improvement for the next 5 years. The university's objective is formulated by the following statement:

The University of Twente aims to provide high quality research and education. We want to be the international meeting place for talented people. We want to distinguish ourselves with innovative knowledge and solutions that benefit society. Combining high tech with a human touch, we strive to introduce scientific innovations and educate people that can make a difference. The University provides unexpected solutions in areas such as energy, sustainability, health, safety and learning. From this the University of Twente is building a special position in the Netherlands and Europe: a modern university of technology where relevant research disciplines are combined in entrepreneurial ways.

In order to reach this objective the following points for improvement have been formulated in Route '14.

- (1) improve the UT profile;
- (2) realise a substantial growth in number of students in educational programmes;
- (3) improve the quality of UT education

Since the university is operating both in a national and international environment the above mentioned improvements will have to be addressed on both national and especially the international level. The following sections elaborate on the internationalization challenges that the University of Twente has to face in order to realize its objectives.

International profile UT

The UT wants to have a distinct and coherent international profile, and wants to be clearly visible and appealing to students and academics in the world.

The UT profile primarily results from the content of its research and education. Because of the increasing importance of European funding for academic research and education successful participation in (international) institutional networks becomes a necessity. This is especially true for the UT, being a small university. The European Consortium of Innovative Universities (ECIU) which clearly enhances the UT profile throughout Europe and in Brussels in particular, is therefore very important. National partnerships like 3TU but also the cooperation with Wageningen University, the University of Groningen and regionally with the University of Munster also significantly contribute to this.

Increasing the UT profile internationally will have to be realized by improving the UT presence in international networks. The university will have to stay focused on its strategic international partners and networks on the institutional level. For research this means increasing the visibility of the strategic research partners. Education will concentrate on international cooperation with strategic research partners. Strengthening the UT profile will also be stimulated by utilizing international networks for UT staff and optimizing the internal organization. These 4 areas will be addressed in the remainder of this

International research profile

The UT research institutes will set up networks of strategic partners around research themes in order to enhance the international research profile of the UT.

Research is inherently of international nature; researchers measure their success in comparison to and in cooperation with their international peers. UT research institutes maintain strong relations with top research universities and institutes across the world. Up to now however the UT has not taken full advantage of these connections in terms of its profile.

The UT distinguishes three relevant levels for the international research. The first level is the level of the individual researchers and the different sections of the research institutes. The UT chooses not to interfere with these international research relationships and believes that high quality cooperation is formed autonomously and bottom up. The second level is that of the research institutes. The challenge for the institutes is to set up (European) networks of strategic partners around specific research topics of the UT, for example by starting joint doctorates. The partners in these networks are strategic because they have a clear added value in terms of complementary expertise, facilities and reputation. Explicit communication of the existence of and research executed within these networks will enhance the international visibility of UT, facilitate an effective connection with European and international research funds and support the recruitment of international research talent.

The international research profile of the UT as a whole also needs specific attention on the third, institutional, level. The UT will formulate an institutional strategy to actively position the university management in the relevant international research granting bodies and relevant international organizations. The presence of the UT in Brussels will receive specific attention.

International education profile

The UT will offer joint graduate programs with strategic (research) partners from Europe, next to the regular graduate programs.

To enhance the UT international education profile UT will connect its graduate programs with high level partner universities with whom we improve our education, visibility and attractiveness. This is a challenge in particular for The Twente Graduate School (TGS), that has been established to actively

recruit, develop and retain talented (MSc and PhD) students for the key UT fields of study. Its graduate programmes are strongly connected to the UT research strengths.

UT aims to offer challenging network programs offering internationally recognized joint degrees with an international co-accreditation and joint doctorates. The graduate programs will concentrate on the (European) strategic research partners of the institutes and the existing European and American education partners. A joint program partner will have to be excellent in education and research, and should be complementary to the specializations of the UT. The challenge for the UT will be to actively initiate cooperation with preferred partners and to motivate staff, students and PhD candidates to participate in joint research, joint education and exchange with them. Financial UT support will therefore focus on the cooperation with these partners.

The ambition of the UT is that in 2020 students will choose a study at UT because UT programs are based on specific UT research and educational expertises, combined with the strengths of its European partners. In 2015 50% of the UT MSc programs will be joint programs. The programs enhancing our international reputation best will be the first. The improved UT education will reflect in the UT position in relevant ranking systems, which will be monitored actively.

International networks for UT staff

UT staff will actively propagate UT achievements and best practices internationally thereby enhancing the UT profile.

Next to the initiatives in research and education the improving of the international profile will also be achieved by communicating the strengths and good practices of the UT to the international academic world. This will be realised by involving UT departments in international conferences, hosting international seminars, participation in international staff exchange programs and membership of university networks like ECIU. The central theme in the UT communication is our special position in The Netherlands and Europe, being "*a modern university of technology where relevant research disciplines are combined in entrepreneurial ways*".

Internal organization

The UT support organization will be further professionalized in order to support the UT international profile and growth ambitions.

A professional UT support organization is a fundamental pre-condition for successfully reaching the goals and will therefore have high priority in the coming years. Optimizing the cooperation between the Schools, International Office, Admission Office, ITC (and its support structure) and Strategy & Communication in such a way that students, PhD's and personnel from abroad will be serviced by a professional and efficient organization will be one of the main objectives for the following years. The ultimate goal is to embed internationalization in the regular policy and processes of the UT. Individual administrative and academic staff members will be stimulated to work together and share best practices of international collaboration. The establishment of expert groups and the development of a best practice repository are 2 specific examples.

A specific area of attention regarding the international profile is UT Communication. An increased visibility, focus and cooperation will be complemented by better communication of our activities internally and externally. This implies not only challenges for the UT staff involved in research and education and the UT management but it also forces the UT to rethink its communication and support strategy

Growth in number of international students

The goal is that approximately 35% of our Master students will be recruited from abroad in 2014. Only in this way will the UT have truly international programmes. This means that an influx of 400 (currently 140) international MSc students each year should be realized (without ITC). This implies an increase of the influx of international master students of 285%. In order to achieve this, the UT needs a clear vision on the target group, the accessibility and the attractiveness of our programmes. Above all the international marketing & recruitment strategy should be improved, supported by student oriented services and facilities.

International target group – undergraduate

The primary focus of the UT undergraduate education is regional

Undergraduate programmes are primarily aimed at the student population in the Netherlands and Germany (Euregio). Improvements can still be made in reaching the student population in Germany particularly in the areas of Science and Technology. Using the model of the University Colleges, UT will consider the feasibility of a limited number of English taught bachelor's programme in the fields of (social) Science and Engineering.

Because of the importance of the exchange of bachelor students with our European strategic partners (like ECIU) each UT Faculty will offer at least one international minor programme fitting the UT profile to facilitate this exchange.

International target group - graduate

UT will attract 400 Master students annually from 2014 onwards.

From a financial rationale the UT welcomes three types of international graduate students. First of all the currently limited University Twente Scholarship (UTS) resources are used for talented international students who would like to enrol in our programs. The ambition is to raise the number of our current scholarships from 50 to 100 annually, facilitating an increasing influx of talent. This pool of talented students will be an important source of our future PhD candidates, 75% of whom will be recruited as AIO. To reach this goal UT will substantially increase the amount of private funds from trade/ industry and explore the possibility to mobilize funds from research projects of the institutes.

The second group consists of international graduate students who qualify for admission but do not qualify for a UT scholarship (currently 70 per year). They are expected to finance their studies by using other available scholarships. The goal is to raise the influx of this group of students to 150 in 2014. The UT will therefore actively search for agreements with scholarship providers, actively use dedicated governmental talent funds and reserve a limited amount of funds to match these scholarship schemes.

The third group consists of self paying students (currently almost non existent), this amount will increase to 150 in 2014. This will be the major challenge in the coming years. It can only be realized with a professional and targeted marketing strategy, tight relationships with international partners, professional and student orientated UT services and well known high quality graduate programs. Once UT is able to attract and serve the UTS students and other scholarship students well, the focus can successfully move towards the target group of self paying students.

Access

UT will offer professional and student oriented admission procedures.

Improved accessibility of UT education programmes primarily relates to the admission process. Next to funding problems; the application process itself is named as one of the main reasons to drop out or

redraw from application. The feedback of international students indicates that the University will have to be clearer on the admission procedure, and that it should speed up the administrative process including the awarding of a scholarship.

With the ambition to increase the number (and quality of) international applications UT administrative processes will have to become student orientated. With respect to the content of the admission process the UT will formulate clear and uniform entry requirements according to international standards for all graduate studies, applied by the central Admission Office. Students not meeting these requirements will be supported through additional coursework preferably provided in their home country or during summer university on the UT campus (at cost price).

Attractiveness

The university increases its attractiveness in particular by providing scholarships and by keeping a good relationship with its alumni.

The attractiveness of UT education not only results from the quality of its education and research. Research shows that apart from quality, international students choose a foreign university because of the availability of scholarships, the experience of friends and family, and through contacts of local professors. An appropriate and realistic tuition fee structures will therefore be designed, enabling UT to charge full cost tuition fees to non EU students, to create differentiated tuition fee structures and to communicate a clear and uniform pricing of the PhD phase. It is also necessary to objectify and standardise the scholarship criteria and to start working with a system of fixed scholarships (e.g. full costs, 50%, 25% and tuition fee only).

Alumni are the ambassadors of the UT, often in influential positions. For this reason UT will develop a win-win relationship with them offering the possibility of using UT resources and expertise after the graduation and asking for a contribution to the UT in terms of international profile and recruitment.

International marketing & recruitment

The UT will develop a persistent and coherent marketing & recruitment strategy in order to attract international students.

UT market share can only increase if we are able to effectively communicate our programmes to the international students. A focused and professional recruitment strategy is important because the UT has to compete with internationally well known universities. Because of the relatively small size of our support organization and budget, UT will have to emphasize its international marketing and recruitment efforts on priority countries and look for cooperation possibilities with others.

A decision making scheme based on the following three major criteria has been developed to identify target countries for the UT.

- presence of the target group (market potential)
- availability of financial means (availability of scholarships or means for self payment),
- ability to reach the target group

This resulted in a short list of target countries for international recruitment, divided among the different parts of the world. The current discussion distinguishes between target countries where the UT is already present like China and Indonesia and countries where we would like to increase our activities Turkey, India, Russia, Greece and Mexico. Finally there are countries where we have to start from scratch; Brazil, South Africa and Poland. (Belgium and Germany are seen as regional markets)

The goal is to recruit 65% of the students from these target countries (instead of the 37% in 2009). The number of target countries served will be increased gradually by formulating country specific recruitment strategies and academic cooperation with local partners. Only in this way UT will be able

to actively scout and recruit the desired number of (talented) students. Students from non target countries will be recruited by means of general information and recruitment channels like the internet, corporate communication, academic staff trips and international alumni, mutually enhancing each other.

UT education quality and internationalization

International students at the UT

The UT will offer high standard exchange and graduate programmes and the best international study environment inside and outside the classroom.

UT wants to provide its international students with the best possible academic study and living experience. For international students this means study programmes and living conditions, incorporating their specific wants, needs and expectations. The UT complies with the code of conduct for international students, but recent survey shows that improvements still have to be made with respect to the content of courses, the international classroom and the expertise and skills of teachers. International students also encounter problems with adaptation to the Dutch educational system (acculturation), which will be addressed via Summer Schools.

Student exchange programs are important for the recruitment of future international graduate students. It is for this reason that the UT aims to facilitate bachelor student exchange with its European strategic partners by offering English taught minor programmes. Through this UT will become more attractive for incoming exchange students, thus enhancing internationalisation at home.

UT students - internationalisation@home – going abroad

Every UT student will have an international experience during his study.

Almost every UT student will be employed in an international environment after his study. The UT has the duty to prepare its students for this. Therefore in 2014:

- every UT alumnus will have had an international study experience.
- all undergraduate programmes will allow students to use the minor to study abroad.
- all UT students will get acquainted with an international environment through the presence of international academic staff and education- and research projects taking place in an international context.
- all graduate programmes, with the exception of Technical Medicine, are taught in English.

Talented UT undergraduate students are stimulated to enrol at the UT graduate programs. Those students who choose to enrol at another high quality university will be actively supported by the UT administration to apply for scholarships (HSP, VSB etc). UT PhD candidates preferably execute a part of their research period internationally.

UT campus will play a major role in the international study and living climate at UT

The UT campus and sport, infrastructure (incl. internet), housing and support facilities are highly valued by our foreign students and facilitate the achievement of our ambitions. UT however still has to improve the cultural integration between Dutch and international students (student activism), career advice and (international) job prospects after completion of the study.

The campus is a unique asset of the UT highly valued by all students and academics. It is the challenge in the coming years to improve accessibility of the campus facilities and tune them to the demands of the international campus community.

Internationalization of the UT also poses a challenge for the public, educational and private actors in region of Twente. It requires a mutual effort to attract international talent and to keep them here. We can only achieve that by offering primary and secondary education in English, opening up public facilities for foreigners like the municipal website, the health care system and improve public transportation. The UT is aware of its own responsibility in this and will pro-actively contribute to this debate.

An implementation and costs-benefit scheme will be added to this strategic vision addressing the various challenges identified in a chronological sequence. The priority for this year (2010) will be to improve the quality of UT education and to invest in the recruitment of the desired numbers of international students by increasing the UT scholarship funds and improving the quality of the UT support organization.