



CvB stukken voor agenda Universiteitsraad

Overlegvergadering d.d. : 3 oktober 2018
Commissievergadering : 25 september 2018 (i.p.v. 19-9-2018)
Agendapunt : Advies implementatieplan International Foundation Year
Bijgevoegde stukken : implementatieplan


Betrokken dienst: M&C

paraaf: 

Secretaris: Wichman

paraaf: 

Portefeuillehouder: van der Chijs

paraaf: 

1. Status agendapunt:

Rol URaad:

- o Ter advisering

2. Eerder behandeld in: n.v.t.

Naam gremium:

Datum behandeling:

Naam agendapunt:

Conclusie toen:

3. Toelichting/samenvatting:

DUTCH

In haar vergadering, d.d. 13-06-18, heeft de Universiteitsraad (UR) positief geadviseerd ten aanzien van de voorgenomen samenwerking met Navitas in de aankomende vijf jaar, als aanbieder van voorbereidend onderwijs voor internationale bachelor studenten.

In de commissie SI, d.d. 30-05-18, heeft het CvB constructief gesproken met de UR over precieze invulling van de aanstaande samenwerking, naar aanleiding van de vragen die de UR hierover gesteld had.

In overleg met Navitas is een implementatieplan opgesteld door M&C, met daarin de benodigde stappen om te komen tot een succesvolle start van het center. In dit implementatieplan is per onderdeel een tijdsplan afgesproken, met concrete besluiten en/of stappen die uitgevoerd moeten worden en welke stakeholders betrokken zijn/dienen te worden.

De onderdelen zijn (in het Engels):

- Set a name of the centre;
- Preparation for housing the new centre;
- Strengthen internal involvement;
- Admission requirements and visa process;
- Set up a for digital focused marketing & recruitment strategy;
- Preparation for housing students;
- Agree on Service Level Agreement;
- Set up financial agreements;
- Programme list expansion;
- Curriculum development;
- Quality assurance;
- Search for possible cooperation with Pre-U.

Het implementatieplan (in het Engels) is bijgevoegd bij dit agendaformulier.

Huisvesting

Sinds het besluit dat Navitas de aanbieder van een voorbereidend jaar is voor de UT voor de komende 5 jaar, heeft M&C een uitgebreide verkenning uitgevoerd naar de huisvestingsopties van het center. Hiervoor is afstemming geweest met de relevante interne stakeholders op de UT, waaronder de dienst Campus & Facility Management. Huisvesting op de campus blijkt een realistisch scenario waarbij tevens de samenwerking tussen Navitas en de UT verder versterkt wordt.

Het CvB heeft, gehoord de adviezen van de diensten, haar voorkeur uitgesproken voor een on-campus faciliteit gedurende de contractperiode van 5 jaar.

De adviesvraag:

Het CvB vraagt de Universiteitsraad om advies op het voorliggende implementatieplan met daarbij expliciete aandacht voor de huisvesting van het center.

ENGLISH

In June 2018, the University Council gave a positive advice on Navitas being the foundation year partner for the forthcoming 5 years (UR 18-117).

In the SI-committee, the Executive Board spoke constructively with the University Council about the exact details of the upcoming cooperation.

In consultation with Navitas an implementation plan has been drawn by M&C, containing the necessary steps to achieve a successful start of the centre. In this plan, a timeline has been agreed for each component, with concrete decisions and/or steps that have to be carried out.

The components are:

- Set a name of the centre;
- Preparation for housing the new centre;
- Strengthen internal involvement;
- Admission requirements and visa process;
- Set up a for digital focused marketing & recruitment strategy;
- Preparation for housing students;
- Agree on Service Level Agreement;
- Set up financial agreements;
- Programme list expansion;
- Curriculum development;
- Quality assurance;
- Search for possible cooperation with Pre-U.

The implementation plan has been attached to this form.

Housing of the centre.

Since the decision that Navitas is the provider of a foundation year for the forthcoming 5 years, M&C has conducted an extensive exploration of the housing options in consultation with the relevant internal stakeholders. Starting point was that the preferred option is realistic and appropriate for the UT and the cooperation between NVTNL and the UT will be strengthened further.

The Executive Board, having heard the advice of the involved departments, expressed its preference for an on-campus facility for the 5-year contract period.

Question:

The Executive Board asks the University Council for advice on the present implementation plan with explicit attention to the housing of the centre.

4. (Voorgenomen) besluit CvB: n.v.t.

GRIFFIE URaad: (door griffie UR in te vullen)

Eerder in URaad aan de orde geweest?

- o Nee.
- o Ja, op

Conclusie toen:

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

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Implementation Plan for International Foundation Year programme by Navitas (NVTNL) at University of Twente (UT)

Version 1.0

Dated 28-08-018

1. General

Aim

The Australian company Navitas will be arranging the International Foundation Year (IFY) for the UT in the coming five years. The IFY, also known as the Pathway Programme, is a tailor-made programme for international students which gives them a sound basis for participating in academic education at the UT. Prospective students who are participating in the IFY undergo an intensive one-year programme at the UT campus. Working in small groups, they hone their knowledge and expertise in specialist areas that require knowledge within the Bachelor Programme of their choice, and they upgrade their English to the necessary level. The programme also deals with study skills in line with the Twente Educational Model.

This implementation plan breaks each relevant subject into identifiable steps, assigns each step to one or more people and suggests when each step will be completed.

Goal		Task	Who	When											
				Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19		
What are we aiming to achieve?		What tasks are necessary to reach goal?	Who is leading?												
Set a name of the centre	2.1	Discuss options for names of the centre	NVTNL M&C												
		Check on suggested name and logo by trademark jurist of the UT	M&C												
		Check online marketeers on name (SEO/SEA)	M&C												
		Communicate name internal within the UT	M&C												
		Final decision on name and logo	NVTNL M&C												
Preparation for housing the new centre	2.2	Discuss the housing preference with the Executive Board (EB).	M&C												
		Set final costs for housing options new centre	M&C CH/CFM												
		Discuss the implementation plan with the University Council (advice), focus on housing of the centre.	M&C University Council												
		Decide upon location of centre	M&C CH/CFM												
		Decide upon lecture rooms	M&C CH/CFM												

				Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19
Strengthen internal involvement	2.3	Communicate name internal within the UT	M&C										
		Update all UT relevant pages	M&C										
		Update all online external pages/groups	M&C										
		Make a communication plan for the forthcoming year	M&C										
		Inform stakeholders within the UT on a regular basis	M&C										
Admission requirements and visa process	2.4	NVTNL shares their proposed admission requirements with UT admissions office	NVTNL CES/SAS										
		UT admissions office will update the NVTNL requirements	CES/SAS										
		Decide upon final requirements											
		NVTNL and UT discuss the visa process and set deadlines											
		Agree upon deadlines for visa process											
Set up a for digital focused marketing & recruitment strategy	2.5	Create a test website of the college within the UT CMS.	M&C										
		Discuss the several options (CRM/Tag manager etc.)	NVTNL M&C										
		Publish website of new centre	NVTNL M&C										
		Organize a work session about the appropriate proposition	NVTNL M&C										
		Agree upon marketing & recruitment strategy	NVTNL M&C										
Preparation for housing students	2.6	Set up meeting between Navitas, CH/CFM/M&C to discuss housing options											
		Discuss within UT guaranteed housing offer for Pathway students											
		Decide about housing options, including guaranteed offers											

Decide upon process of housing students				Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19
Agree on Service Level Agreement	2.7	UT/M&C and NVTNL compile a list of required IT services for students	UT/M&C NVTNL										
		UT/M&C and UT/LISA review the requested IT services and agree upon costs and process.	UT/M&C UT/LISA										
		UT and Navitas decide upon a service level agreement	UT NVTNL										
		One contact person (UT) appointed to roll out the service level agreement	UT/M&C										
Set up financial agreements													
Set up financial agreements	2.8	After decision on housing the centre (2.2), financial agreements have to be made, depending on the choice, by UT	UT/M&C UT/FEZ UT/EB										
		UT/M&C, UT/FEZ and other stakeholders meet to discuss financial agreements	UT/M&C UT/FEZ										
		Decision on financial agreements											
Programme list expansion													
Programme list expansion	2.9	Discuss with social studies programmes (Psychology, Communication Science, Management, Society & Technology and Industrial Engineering and Management) possible cooperation with NVTNL for a pathway programme	M&C NVTNL										
		Discuss with University College Twente possible cooperation with NVTNL for a pathway programme	M&C NVTNL										
		Decide upon expansion of programme list	M&C										
		Involve programme manager BMS faculty in, possibly, setting up an appropriate pathway programme	M&C BMS NVTNL										
Curriculum development*													
Curriculum development*	2.10	Setting up the academic project group for curriculum development	NVTNL M&C										
		Install project group	NVTNL										
		Design curriculum for the pathways by project group, including Quality Assurance (QA) framework	NVTNL										
		Approval Curriculum, including QA framework by AAC											
Quality assurance*													
Quality assurance*	2.11	Search for UT representation for an Academic Advisory Committee (AAC)	M&C Deans										

		Install AAC												
		Search for UT representatives (appr. 2 persons) for Joint Strategic Management Board (JSMB)												
		Install JSPMB												
		Approval Curriculum, including QA framework by AAC												
Search for possible cooperation with Pre-U	2.12	Set up a meeting between Pre-U, NVTNL and UT/M&C	UT/M&C											
		Goal is to set clear distinction between Pre-U and the Pathway College	UT/Pre-U NVTNL											
		See in what way NVTNL can support Pre-U in their international ambitions	UT/Pre-U NVTNL											
		Joint memorandum on international pre university activities by Pre-U and NVTNL	UT/Pre-U NVTNL											

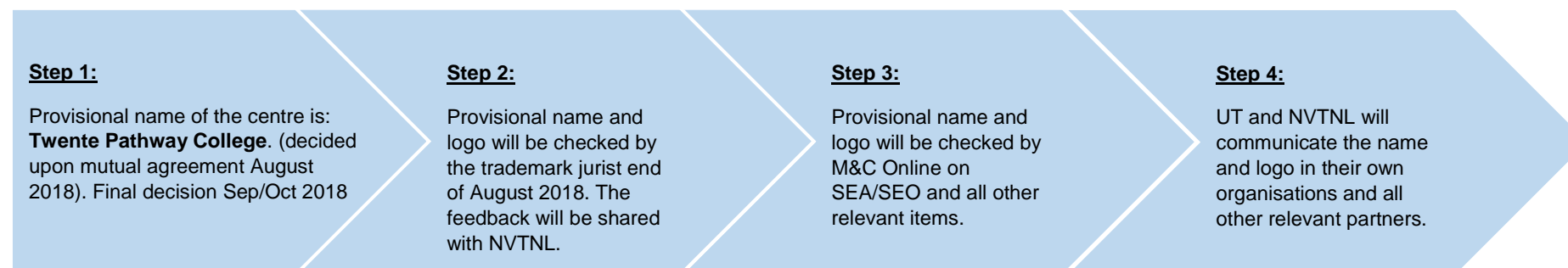
* Overlap between Curriculum development and quality assurance

2. Extra information

2.1 Set a name of the centre

Background:

Navitas has over 120 colleges in 31 countries worldwide. Every college has its own name and logo. In cooperation with the UT, NVTNL proposes a name for the college. This new name will be implemented on all relevant websites and communication expressions of the UT.



2.2 Preparation for housing the new centre

Background:

Since the decision about Navitas being the foundation year partner for the forthcoming 5 years, M&C has conducted an extensive exploration of the housing options for the centre, in consultation with the relevant internal stakeholders. Starting point was that the preferred option is realistic and appropriate for the UT and the cooperation between NVTNL and the UT will be strengthened further.

The Executive Board, having heard the advice of the involved departments, expressed its preference for an on-campus facility for the 5-year contract period.

Location of NVTNL in university owned or run facilities will result in a service fee paid to the University of Twente: 15% * tuition fee NVTNL * enrolled students at NVTNL. Academic Year 2018/2019 is the year prior to the launch of the education facility for foundation year provision by NVTNL, in all scenarios we propose to offer (to be paid for) office space on the campus of UT in order to facilitate NVTNL' preparations to start the foundation year in Fall 2019.

Year overview:

Year 0: implementation year prior to launch (Academic Year 2018-2019)

Year 1: first year of education – 125 projected students (Academic Year 2019-2020)

Year 2: second year of education – 174 projected students (Academic Year 2020-2021)

Year 3: third year of education – 223 projected students (Academic Year 2021-2022)

Year 4: fourth year of education – 270 projected students (Academic Year 2022-2023)

	Preference - On-campus facility for 5-year contract period
Description	NVTNL makes use of location facilities of UT for the duration of the contract. Staff and meeting rooms at a fixed location. Classrooms will be regular pool rooms.
Focus NVTNL in year prior to launch (Year 0)	Curriculum Development Quality Assurance Recruitment of first intake (AY 19) Staffing
Revenue UT (15% of tuition fee payments)	Year 1: € 262.500 (125 students) Year 4: € 567.000 (270 students) <i>Progression IFY -> UT 80%</i>
(Estimated) costs	Rental: follows Services: follows <i>See table below for estimation</i>
(Estimated) financial benefit UT	Follows <i>See table below for estimation</i>
NVTNL On-campus requirements teaching facilities	Year 0 3-4 staff desks 1 meeting room

	Period Year 1 – Year 4 4-5 classrooms (18-24 students) 2 meeting rooms 8-10 staff desks Hot desk room for teachers If feasible: informal meeting place > <i>One more classroom capacity for every +35 students, leading to 8-9 classrooms in Year 4</i>
Pro	Focus of NVTNL staff on curriculum, Quality Assurance, recruitment and staffing C&FM foresees sufficient availability in staff and meeting rooms, as well as class rooms, in the foreseeable future Students and NVTNL staff closely liaised to UT community (impact on study results and progression) Preferred option of Selection Team Financial benefits expected in year 1 to year 4
Con	(Perceived) pressure on educational facilities (pool rooms) Though a close partner, NVTNL is an external commercial party on campus

Financial aspects:

N.B. AY 2018 = START Centre at UT
 AY 2019 = START Pathway Programme at UT year 1
 AY 2020 = START Pathway Programme at UT year 2
 Etc.

	AY 2018-2019 (Year 0)	AY 2019-2020 (Year 1)	AY 2020-2021 (Year 2)	AY 2021-2022 (Year 3)	AY 2022-2023 (Year 4)
Tuition fee per student	€ 14.000	€ 14.000	€ 14.000	€ 14.000	€ 14.000
Number of students	0	125	174	223	270
Total tuition fees Navitas	-	€ 1.750.000	€ 2.436.000	€ 3.122.000	€ 3.780.000
15% revenue UT	-	€ 262.500	€ 365.400	€ 468.300	€ 567.000
Housing costs*	-/- €21.000	-/- €129.000	-/- €153.500	-/- €188.500	-/- €212.000
Other costs	<i>t.b.d.</i>	<i>t.b.d.</i>	<i>t.b.d.</i>	<i>t.b.d.</i>	<i>t.b.d.</i>
Total income UT	-/- €21.000	€ 133.500	€ 211.900	€ 279.800	€ 355.000

* AY 2018: office space, AY 2019 and further: educational and office space

Other costs (housing costs of the office in AY 2018 (via invoice UT), personnel costs, marketing and recruitment costs etc.) are carried by Navitas. There are no out-of-pocket costs for the UT.

2.3 Strengthen internal involvement

First of all, all relevant online UT pages will be updated with information about the Twente Pathway College, as agreed upon together with NVTNL. Next to that, a statement of the UT will be published on all relevant online external pages/groups.

A compact communication plan will be made by M&C in September 2018. This communication plan includes:

Communicate what?	Purpose	Frequency/dates	Communicate to		Communication method
			M&C	Stakeholders	

A very important aspect is update all stakeholders on a regular basis (see planning above)

2.4 Admission requirements and visa process

Admission process

NVTNL and the UT will establish a process for admission where qualified students will be conditionally admitted to the appropriate Degree programmes and unconditionally admitted to the Pathway Programme. The Admission Offers will be made by Navitas to students who meet the entry requirements agreed with the UT.

Suggested admission roles of Central Navitas admissions in Oxford and Local admissions in Enschede (by Navitas staff):

Central Navitas admissions:

- Process leads and applications
- Complete files
- Asses documents against agreed entry requirements
- Issue Conditional Offers
- Process confirmation and payment

Local Navitas admissions in Enschede:

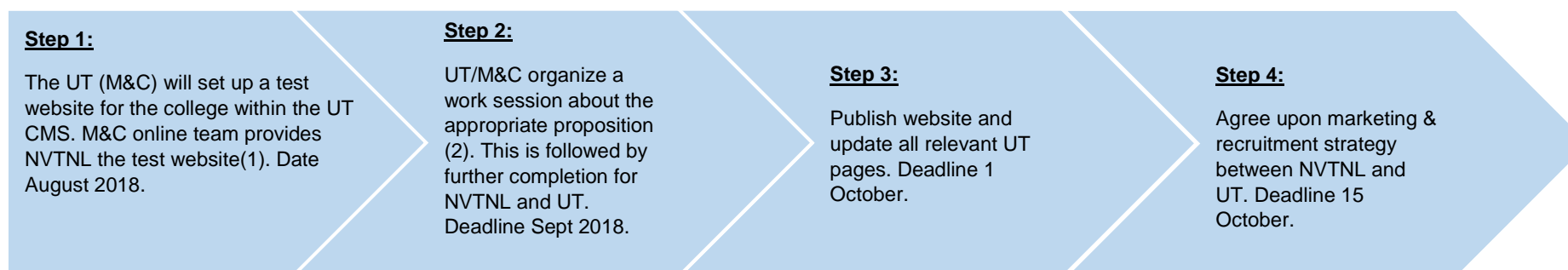
- Perform quality check and ensure eligibility, document completion and authentication
- Ensure correct registration in Studielink and UT administration system
- Provide up to date information to UT regarding new students
- Serve as first point of contact for prospective students with detailed and UT-specific information
- Prepare and support visa application in cooperation with UT visa office
- Support in organizing and executing arrival process including relevant registration processes
- Serve as a point of contact throughout the academic year for all questions related to admission and residence

Visa process

NVTNL will inform the UT of any students who hold an offer letter and who have confirmed their place on the Pathway Programme. These students will be allowed to request a student visa via the 'Convenanthouderschap' of the UT using the visa process for pathway students. NVTNL and the UT will agree on the visa process no later than 1 October 2018. The visa process will be reviewed annually between NVTNL and UT.

2.5 Set up a for digital focused marketing & recruitment strategy

Over the last several years the UT focusses more and more on digital marketing. This mainly concerns digital design, business strategy, analytics and search optimization. Therefore it is important to start this strategy with the set-up of an user-friendly website and using online marketing resources.



(1)Important aspects:

- Integration custom CMS
- CRM system
- Integrate TagManager

(2) !Note: for UT it is important that on different channels an places on the websites content will be created about the college, including referrals.

Through the collaboration and working method with NVTNL, a substantial contribution to a diverse influx in the Bachelor's programs will be created. The origin of this group of students is from countries that the UT itself is not able to reach out to. This means that M&C's resources can remain focused on recruiting master's students and Dutch / European Bachelor's students.

2.6 Preparation for housing students

Regarding housing for international students, the UT has the following policy:

The UT guarantees to offer all first-year students needing an entry visa and/or residence permit timely, appropriate and affordable furnished housing. All these students receive one offer, when a student refuses the offer, there is no more guarantee from the UT. The accommodation that the student rents via the UT is available for a period of up to **1 year**. As the accommodations are classified as 'short stay', students are allowed to rent for a period of maximum one year, after which students are required to find their own accommodation. This way the UT can continue to offer first-year housing to the next generations of students.

There are **two possible scenarios** with regard to offering housing to the Pathway College students:

1. The guaranteed housing as stated above will be brought forward. This means that these students receive a guaranteed offer for their foundation year. When these students progress to a UT Bachelor's programme after successfully completion of their foundation year, they arrange their own accommodation for the other years.
2. NVTNL organizes independent housing for these students for their foundation year (through a private party). The students who progress to a UT Bachelor's programme after successfully completion of their foundation year, will receive a housing offer for a maximum of one year, in accordance with the existing housing policy mentioned above.

The UT memorandum 'Prognosis student accommodation' takes into account a housing requirement of 100 in 2020 for Pathway College (either through scenario 1 or 2). Every year it will be examined whether the prognostic and quoted growing inflow is realistic. Based on this, the housing supply will also be adjusted accordingly.

In september 2018, the UT initiates a meeting between Navitas, CH/CFM/M&C to discuss housing of the Pathway College students scenarios. Decision will be made by UT/S&B/M&C and NVTNL about which scenario will apply for the Pathway College students.

UT/S&B/M&C and NVTNL come up with a process plan, based upon the decision made about the scenario's.

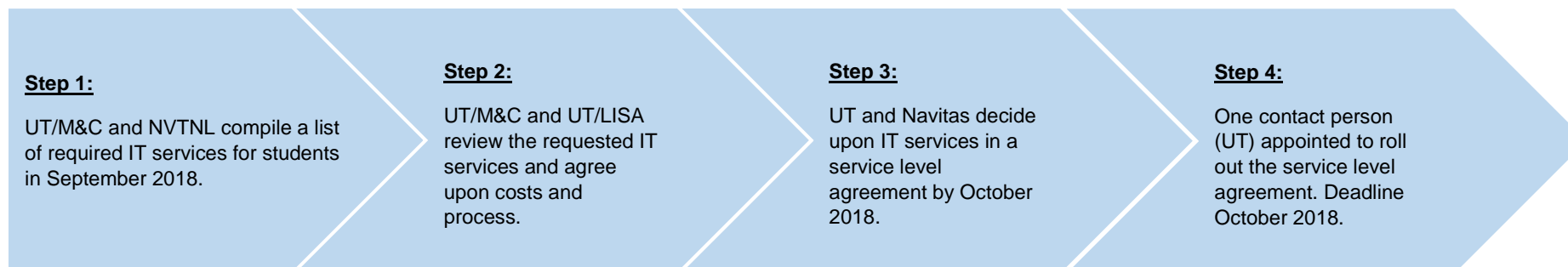
2.7 Agree on Service Level Agreement

The UT will provide to NVTNL and its staff and students with general access to UT services and facilities. Excluded UT services are any services for which the UT funding received can be reasonably assumed to not be intended for non-degree students. A list of excluded services will be maintained and managed via the JSPMB.

Included IT services are, at least:

- Access to the UT library services for students and staff
- Access to UT WiFi Eduroam
- Access to UT IT infrastructure

All IT services, supplemented with other services (e.g. sports facilities), will be recorded in a service level agreement. It seems plausible that the Pathway College student will have the same service level as our current exchange students.



2.8 Set up financial agreements

Based on the outcomes of the location of the centre, UT/M&C and UT/FEZ will have to discuss how the possible revenues (after subtracting the costs) will be divided. Several options have to be examined thoroughly.

Decision about how to divide the possible revenues has to be made spring 2019

2.9 Programme list expansion

Currently the following UT Bachelor programmes are open for a pathway programme:

- Advanced Technology
- Applied Mathematics
- Business & IT
- Chemical Science & Engineering
- Civil Engineering
- Creative Technology
- Electrical Engineering
- Industrial Design
- International Business Administration
- Mechanical Engineering
- Technical Computer Science

In the forthcoming month(s) M&C will discuss with all other English taught Bachelor programme managers about the possibility to open their programmes for a pathway programme, this includes the following programmes:

- Communication Science
- Industrial Engineering and Management
- Management, Society and Technology
- Psychology
- University College Twente (ATLAS)

The decision about joining the pathway programme will be done by the faculties. The responsible Portfolio holder Education per faculty will inform M&C about their decision, at the latest by 15 October 2018.

Programme managers of the joining programmes will be asked to help setting up an appropriate pathway programme in cooperation with NVTNL.

2.10 Curriculum development

Navitas proposed in their bid, spring 2018, an indicative curriculum. Together with staff from the UT, Navitas will fully customize the curricula for the different pathways. To ensure the quality, a joint academic project group with both staff from NVTNL and UT. This group will map, design, realize, fine tune and review the curricula for effective programme delivery.

M&C (UT) will invite scientific/educational staff from the UT to join the project group. Deadline 30 September 2018. From October 2018 onwards, the academic project group will develop the curricula for the different pathway programmes.

Suggested involved staff from UT:

- 1 Programme Director
- 1 Teacher (of Bachelor courses in programmes that are open for foundation year)
- 1 employee from Centre for Expertise in Learning and Teaching (CELT)

Important part of the project group is to set up an Quality Assurance (QA) framework. Navitas already suggested a framework which will work as basis for further development by the project group.

Final approval of the curricula will be done by the an Academic Advisory Committee (AAC). Deadline is February 2019.

2.11 Quality assurance

Due to the lack of official oversight for foundation programmes in the Netherlands and with the intent to share best practices and high quality standards, NVTNL proposes to use the principles of the UK's Quality Assurance Agency (QAA) Quality Code. The UT and NVTNL will work on an agreed framework and set of processes.

At UT level, the model consists of an Academic Advisory Committee (AAC) with UT, College and student representation and the curriculum steering committee that will consists of representatives from Navitas and UT. The AAC is a sub-committee of a Joint Strategic Planning Management Board. This shared QA approach to the foundation programme ensures pedagogic alignment and connectivity between Navitas and UT.

The **AAC** is concerned with the operational management of a range of academic issues such as curriculum development, assessment strategy, student achievement, annual programme review, resourcing and student experience.

The **JSPMB** is concerned with issues on a more strategic level and have the power to make decisions about the concerns of the AAC.

The UT start searching for UT representation for an Academic Advisory Committee (AAC). Same requirements as for academic project group (see J).

Install AAC before 1 march 2019.

Approval Curriculum, including QA framework by AAC, presented by the academic project group.

The UT starts searching for UT representatives (appr. 2 persons) for Joint Strategic Planning Management Board (JSPMB). Preference is at least one academic- and one supporting staff member of the UT.

Install JSPMB before 1 march 2019.

2.12 Search for possible cooperation with Pre-U

Background

The UT offers a range of unique educational experiences designed specifically for primary and secondary school pupils: the Pre-U programme. These experiences give pupils the opportunity to explore some of the options offered at the university and to become familiar with scientific education and research. Until recently, Pre-U's activities were aimed at Dutch pupils only. However, due to the increase of English-taught Bachelor's degree programmes at the UT, Pre-U offers international pupils the possibility to participate in their programmes as well to introduce them to the UT and their potential future study programmes.

With NVTNL as provider of the foundation year pathways, the UT would like to search for possible cooperation between Pre-U and NVTNL.

