

Agenda form Executive Board for the University Council

Discussion meeting	:	11 Dec 2019
Committee meeting	:	SI
Agenda issue	:	ISP Partners and future approach
Confidential	:	no
Attachment(s)	:	

Involved Service Department(s):

signature: _____

Secretary General:

signature: 

Responsible member Executive Board (VdChijs):

signature: 

1. Qualification/authority University Council:

X For information

2. Previously discussed:

Name of the forum: CvB-D

Date of the discussion: 11 July

Agenda issue: Selection of New ISP partners and partnership support system

Conclusion:

- Key succesfactors for international strategic partnerships
- Nomination of 4 UT-wide strategic partner universities and discussion of necessary support systems
- Start developing a strategic agenda with WWU Munster and plan a joint strategic visit in 2019

Name of the forum: UCI and UCOZ

Date of the discussion: 9 sept and 5 Nov

Agenda issue: Final Decision of New ISP partners and future approach

Conclusion:

- Prepare integrated strategic priorities in the partnerships with the 4 selected strategic partner universities
- Collect input from faculties and research institutes
- Start with existing activities and identify new opportunities

Name of the forum: CvB

Date of the discussion: 28 Oct

Agenda issue: Final Decision of New ISP partners and future approach

Conclusion:

- Select the 4 nominated partner universities as International Strategic Partnerships and appoint 4 ISP coordinators for the UT for the period 2019-2022
- Start with integrated strategy for partnership with WWU and a board-level meeting in Dec 2019

3. Abstract on the subject:

International Strategic Partnerships (ISPs) at the university level aim to create more mass and impact in the collaboration with a selected number of key academic partners. The key objectives are to reach strategic results, such as to raise the profile and improve the international reputation, strengthen the

educational and research portfolio, provide access to first class talents and educational/research facilities, improve the research quality of both parties and provide access to new local eco systems of innovation for the UT and partners.

In 2016, the UT selected 6 partner universities for university-level strategic partnerships. After extensive assessments and consultations with the faculties, the Executive Board has selected the following 4 UT level International Strategic Partner (ISP) universities for the period 2019-2022 and decided to continue the partnerships with the following 3 universities on the faculty-level.

International Strategic Partners (ISPs):

- Westfälische Wilhelms-Universität (WWU), Germany
- University of Sao Paolo (USP), Brazil
- University of Waterloo (UW), Canada
- University of Science and Technology (USTC), China

Continue the partnerships on the faculty/department-level:

- Bandung Institute of Technology (ITB), Indonesia
- Instituto Tecnológica de Aeronáutica (ITA), Brazil
- Tecnológico de Monterrey (TecM), Mexico

With each ISP university joint strategic agenda's will be developed with joint commitment and support to reach common strategic goals. Currently, new initiatives to support joint research projects, joint programmes, exchange and internships places. An agreed policy framework has been agreed to guide future UT-wide partnerships. All these partnerships will be supported by one central ISP-coordinator (0,2 fte) for each partner at both the UT. The available budget for internationalization of 200k/year will be continued to support ISPs for the coming 3 years to support strategic initiatives.

Based on discussions with faculties and an informal advisory group, the following succesfactors for a successful international strategic partnership have been identified:

- high degree of board-level commitment to invest in a long-term and sustainable partnership
- high degree of complementarity and equality in the partnership
- defined and agreed common strategic objectives
- joint investment in organizational capacity and support system
- dedicated ISP-coordinator at UT and ideally also at the ISP partner to coordinate activities and create synergies between existing and new initiatives from the UT with each ISP-partner

4. (Intended) decision Executive Board:

Having seen

Having heard

Considering the information/facts

The Executive Board (intends to)decide:

To select the 4 nominated universities as UT-wide International Strategic Partnerships, develop joint strategic agenda's with mutual commitment an funding and appoint ISP coordinators at the UT for the period 2019-2022 to support the partnerships.

- Westfälische Wilhelms-Universität (WWU), Germany
- University of Sao Paolo (USP), Brazil
- University of Waterloo (UW), Canada
- University of Science and Technology (USTC), China

Continue the partnerships on the faculty/department-level:

- Bandung Institute of Technology (ITB), Indonesia
- Instituto Tecnológica de Aeronáutica (ITA), Brazil
- Tecnológico de Monterrey (TecM), Mexico

Secretary University Council: (to be filled out by Registry UC)
Discussed before with the UC?

- No
 - Yes,
- Conclusion then:

Additional explanation:

(in case the Presidium/Registry believes that one of the above mentioned items needs additional explanation)

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The Future of International Strategic Partnerships 2019-2021 at the UT

Final draft May 2019

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1. Management Summary

An international strategic partnership (ISP) is a formal alliance on the institutional level between the UT and another university that share physical and/or intellectual resources in achievement of defined common objective that is of mutual benefit. Ideally, this means that both partners possess one or more assets that will help the other to make both institutions stronger in the long run, but that each respective other does not wish to develop internally. Partnerships with Dutch universities and private sector partners will not be covered in this document.

The following key criteria are proposed based on which new international strategic partner (ISP) universities will be selected for the period 2019-2021:

- Quality
- Research match
- Mass: supported by UT faculties and number of researchers
- Talents
- Compatibility
- Profile
- Financial and organisational support
- Geographical location

Based on discussions with faculties and an informal advisory group, the following key success factors for a successful international strategic partnership have been identified:

- high degree of board-level commitment to invest in a long-term and sustainable partnership
- high degree of complementarity and equality in the partnership
- defined and agreed common strategic objectives
- joint investment in personnel and funding

- dedicated ISP-coordinator at UT and ideally also at the ISP partner to coordinate activities and create synergies between existing and new initiatives from the UT with each ISP-partner

In the past, 6 ISP-partners have been selected for the period of 2016-2018, which has been supported by an annual ISP financial support scheme. The funding was mainly intended as seed-funding to start new initiatives and obtain support and commitment from the ISP partners to reach strategic goals for the UT. The annual calls did not sufficiently deliver the push towards strategic activities as anticipated, since the seed money was not sufficient to make a real impact. The lack of (financial) commitment from the ISP partner and a longer term strategic and programmatic approach also contributed to the current situation.

In order to make a real impact with the new strategic partner universities a new way of financial support is proposed. Based upon a proposed plan and the content of the collaboration financial support will be considered.

The following 3 instruments are proposed:

A. Annual base funding for the exchange of academic or policy staff:

Flexible seed money for academic or policy staff travel costs at any time of the year to support future projects and establish (new) research and education links. Very brief and simple applications can be submitted through Fainco's or ISP/country coordinators and needs to be submitted to S&P for approval (budget: 50k/year, S&P).

B. Annual competitive funding for strategic projects:

Possibility to work out joint research projects which includes co-funded projects from both parties. Depending on the identified themes and content, research groups could apply annually to the Executive Board for additional funding from available strategic research funds. Implemented by S&P to allocate project funding based on quality, co-funding and reaching strategic goals. The practical details will be elaborated in a later stage.

C. Multi-annual funding initiatives of strategic priority

Organisational and financial support to lobby and obtain additional and multi-annual funding for educational and research programmes (eg. European or national funding schemes) in partnership with ISP-partner. Proposal can be supported by S&P and jointly prepared with S&P and/or other UT-departments. Each proposal will be submitted to the EB for approval. The practical details will be elaborated in a later stage.

In order to achieve strategic goals and create synergies between existing and new initiatives from the UT with each ISP-partner, it is critical to appoint one dedicated ISP-coordinator whose tasks could in some case be integrated in the tasks of the relevant UT country coordinator.

On top of the proposed financial instruments, the following services and organizational support could be provided to UT-colleagues to support the development and partnership with ISP-partner universities:

- Long-term strategic agenda and programmatic approach for each ISP-partner
- Dedicated ISP-coordinator and organizational support from different levels
- (Bi-)Annual outgoing mission by the Executive Board to ISP-partners

- Support incoming board-level visits by ISP-partner
- Support for UT-wide exchange of students with ISP-partners
- Support for UT-wide agreements with ISP-partners
- UT events at ISP partner and vice versa
- More priority to promotional activities with ISP-partners

The detailed implementation of the (financial) support systems still needs to be worked out with the relevant parties. As soon the new approach towards UT International Strategic partnerships has been agreed within the UT, the new list of proposed International Strategic Partner Universities for the period of 2019-2021 will be decided by the Executive Board and faculties as soon as possible.

2. Introduction

The Internationalization Vision of the UT sets ambitious goals to increase the degree of internationalization of the university and provide the preconditions to help create the global citizens of tomorrow. Collaboration with partner universities generally takes place in research groups or within degree programmes and supported in the faculties. In addition, the UT engages with a selected number of partner universities at the institutional level. These university-wide International Strategic Partnerships are important means to realize strategic and operational goals of the UT.

Since 2016, the UT has prioritized 6 partner universities of strategic importance with the aim to firstly 'provide excellent teaching and research and keep access to first class research facilities' and secondly 'position the UT in the emerging global system of higher education'. In the internal policy document 'International partnership strategy of University of Twente', which was drafted in 2016, the main purpose of international partnerships has been described based on the following definition for strategic partnerships:

'An international strategic partnership (ISP) on a University level is a formal alliance between the UT and another university that share physical and/or intellectual resources in achievement of defined common objective that is of mutual benefit. Ideally, this means that both partners possess one or more assets that will help the other to make both institutions stronger in the long run, but that each respective other does not wish to develop internally'.

This document will briefly describe the experience of the last years working with strategic partnerships with international universities on the institutional level and reconfirm the objectives of the UT towards partnerships. Partnerships with Dutch universities and private sector partners will not be covered in this document and could be addressed separately. The document also proposes key criteria and suggest critical success factors as well as a new financial resources and support system to ensure successful partnerships in the future. As soon the new approach towards UT International Strategic partnerships has been agreed within the UT, the new list of proposed International Strategic Partner Universities for the period of 2019-2021 can be decided in the next phase.

3. Looking back: what has been done and achieved

In March 2016, the UT Executive Board and Deans (CvB-D) selected 6 partner universities in 5 target countries to develop International Strategic Partnerships (ISPs) with the purpose of reaching strategic goals of the UT. The same year the instrument 'Financial Support for cooperation with International Strategic Partners' was launched to support collaboration projects with the 6 selected strategic partner universities on an annual and competitive basis. This has resulted in 40 funded projects over the past 3 years after 3 annual calls for proposal with the following 6 international strategic partner universities in the period 2016-2018.

1. Brazil: University of Sao Paulo (USP)
2. Brazil: Institut Technologico Aeronautica (ITA)
3. China: University of Science and Technology of China (USTC)
4. Germany: Westfalische Wilhelms Universitat Munster (WWU)
5. Indonesia: Institut Teknologi Bandung (ITB)
6. Mexico: Tecnologico de Monterrey (TecM)

More information about the types of partnerships, experiences and achievements of past partnerships with the mentioned 6 partner universities can be found in the annexes.

4. Main Purpose of International Strategic Partnerships

The internal policy document 'International partnership strategy of University of Twente' from 2016 described a set of key objectives of strategic partnerships and a set of criteria to select a number of strategic partner universities. These criteria are still valid when evaluating the current partners and choosing new ones:

- Raise the profile and improve the international reputation of the UT and partners.
- Education:
 - strengthen the educational portfolio of UT by developing joint programmes and exchange facilities to increase the attractiveness for (inter)national students/faculty
 - provide access to first class talents and educational facilities to improve the teaching and education quality of both parties
- Research: provide access to talented PhD candidates/faculty, high-quality research facilities and additional funding to increase the international research profile and research quality of both parties
- Knowledge transfer: provide access to new local eco systems of innovation (industry and government) in order to enhance social outreach and economic development for both parties

5. Way Forward: Proposed Decision-Making Process to Select New ISPs

The following conditions for future ISPs have been formulated based on the criteria used to select previous ISPs. All criteria are important, but could be vary per partner depending on the strategic goal to be pursued.

1. Quality: should enjoy a strong performance and reputation in education and research, and/or show a strong quality and innovative education strengths, preferably higher ranked than the UT or of comparable level in relevant disciplines and areas.
2. Research match: should possess a strong profile in at least one of the 5 UT scientific themes¹ for research and/or education or have the potential to reach equal standards (quality and excellence) in the near future.
3. Mass: have at least 3 domains/faculties at UT committed and involved in the partnership
4. Talents: should offer a pool of potential talents for master's and PhD programmes, preferably located in priority countries for marketing and recruitment
5. Compatibility: should have a policy in place to invest in partnership on an equal basis and the willingness to accept UT as an equal or preferred partner
6. Profile: will have shared disciplines and educational and research focus, as well as core ambitions in education and research and in university-level internationalization vision
7. Financial support: Intention to co-fund joint initiatives to ensure self-sustaining and medium-long term cooperation models that will be able to operate financially independent
8. Organisational support: should have dedicated staff to coordinate the partnership and relevant faculty and staff on both sides that are available to implement the activities
9. Geographical location: Should cover different global regions to ensure a fair geographical spread

From 2016-2018, 6 ISP-partners have been selected, which has been supported by an annual ISP financial support scheme. The funding was mainly intended as seed-funding to start new initiatives and obtain support and commitment from the ISP partners to reach strategic goals for the UT. The annual calls did not sufficiently deliver the push towards strategic activities as anticipated, since the seed money was not sufficient to make a real impact. The lack of (financial) commitment from the ISP partner and a longer term strategic and programmatic approach also contributed to the current situation.

Based on discussions with faculties and an informal advisory group, the following key success factors for a successful international strategic partnership have been identified:

- high degree of board-level commitment to invest in a long-term and sustainable partnership
- high degree of complementarity and equality in the partnership
- defined and agreed common strategic objectives
- joint investment in personnel and funding
- dedicated ISP-coordinator at UT and ideally also at the ISP partner to coordinate activities and create synergies between existing and new initiatives from the UT with each ISP-partner

¹ UT scientific themes: 1) Improving healthcare by personalized technologies, 2) Engineering our digital society, 3) Creating intelligent manufacturing systems, 4) Shaping our world with smart materials, 5) Engineering for a resilient world.
See: <https://www.utwente.nl/en/research/themes/>

Procedure to select ISP-partners for 2019-2021

S&P is collecting nominations from UT faculties for new partner universities based on above-mentioned set of key criteria's. This will result in a short list of partner universities including the current ISP-partners that could be nominated as UT-wide International Strategic Partner universities for 2019-2021. In the annex, more details are provided about the institutional profile of all proposed ISP-partners by faculties and S&P.

The Executive Board together with the deans will first decide about the final objectives and main strategic goals of International Strategic Partnerships, as well as the main criteria to select of International Strategic Partners for 2019-2021 in the CvB-D meeting of 24 April. After the decision, the final selection of International Strategic Partners for 2019-2021 can be decided by the Executive Board and Faculties.

After the final decision has been made and the commitment from the potential Strategic Partner Universities has been verified, (joint) strategic agenda's including a corresponding budget plan with each partner universities will need to be developed and prepared for each ISP partner university. The ISP strategic agenda and related strategic country plans will be approved by the Executive Board and the deans to ensure that actions are strategic relevant and are supported by the institutional management.

The internal support structure (support and funding) will have to be aligned based on the approved ISP support scheme. S&P will ensure the overall UT-wide country coordination and facilitate the decision-making by the CvB-D and the tactical and operational implementation.

Strategic partnerships for international capacity building and with ECIU

Since capacity building of partner universities in developing countries, for example on the African continent, is becoming an important goal of the UT, more could be explored how strategic partnerships could also serve capacity building of partner universities. The same goes for potential ECIU-partner universities, since some faculties have expressed their interest to upgrade one or two ECIU-partner to international strategic partners and develop a joint strategic agenda to capitalize on joint strengths and ambitions.

6. How to Realize Our Ambitions: A Dedicated Support Scheme International Strategic Partnerships 2019-2021

Improving Support for International Strategic Partnerships: Lessons Learnt

From 2016-2018, 3 annual ISP calls have been implemented to stimulate synergetic collaboration with the ISP partner universities. It was mainly used to support faculty (staff) that were already collaborating with colleagues at a ISP partner university and in this way could deepen and broaden the existing scale of collaboration. The funding was mainly intended as seed-funding to start new initiatives and obtain support and commitment from the ISP partner to reach strategic goals of the

UT and ISP partners and build the foundation for large-scale collaboration actions that in the long run would create great strategic value for and help raise the global profile of both parties.

The annual calls however did not deliver the push towards strategic activities as we had anticipated. This was because:

- the seed money was not enough to make a real impact
- money could only be asked for once a year
- there was hardly any support to work out a proper application
- most ISP partners did not match the funding

The annual calls and specific focus on a limited number of strategic partners did result in increased mobility and expansion of domains and involved parties in the collaboration. With the help of the UT country coordinators, who in most cases also acted as the ISP-contact person, the country networks of UT and ISP colleagues have been enlarged and more opportunities for collaboration with the ISP and through partner with the target country as a whole have been identified, which provides a good base for the future.

In practice, the scheme mainly funded travel expenses to allow colleagues to meet each other. The administrative work load to implement the call and apply for the grants could also be diminished. There was one exemption WWU which resulted in an board-level agreement to intensify and focus the partnership and further invest in collaborative research projects. Both de UT and WWU decided to identify 3 strategic research themes and co-fund joint research projects on an annual basis.

Proposed Support Scheme for International Strategic Partnerships

In order to make a real impact with the new ISP a new way of financial support is proposed. Based upon a proposed plan and the content of the collaboration a financial commitment will be considered.

The following 3 instruments are proposed:

I. Annual base funding for the exchange of academic or policy staff:

Flexible seedmoney for academic or policy staff travel costs at any time of the year to support future projects and establish (new) research and education links. Brief and simple applications could be submitted through Fainco's or ISP/country coordinators to S&P for approval (budget: 50k/year, S&P).

II. Annual competitive funding for strategic projects:

Possibility to work out joint research and/or educational projects which includes co-funded projects from both parties. Depending on the identified themes and content, research groups could apply annually to S&P/EB for additional funding from available strategic funds. Implemented by S&P to allocate project funding based on quality, co-funding and reaching strategic goals. The practical details will be elaborated in a later stage.

III. Multi-annual funding initiatives of strategic priority

Organisational and financial support to lobby and obtain additional and multi-annual funding for educational and research programmes (eg. European or national funding schemes) in partnership

with ISP-partner. Proposal can be supported and jointly prepared with S&P and/or other UT-departments. Each proposal will be submitted to the EB for approval. The practical details will be elaborated in a later stage.

Developing a joint strategic agenda for each ISP and ISP-coordinator

In order to achieve strategic goals and create synergies between existing and new initiatives from the UT with each ISP-partner, it is important to appoint one dedicated ISP-coordinator (for at least 0,2 fte) whose tasks could in some case be integrated in the tasks of the relevant UT country coordinator. In some cases faculties have agreed to take the lead and propose a ISP-coordinator who already has close contacts and understanding of the partner university.

Ideally, the coordinator will work in a team with an advisor from S&P and a researcher to prepare the long-term (board-level) strategic and programmatic agenda and roadmaps with each ISP-partner and manage the personal relations with the partner university. This team could be part of the existing country expert team coordinated by UT country coordinators. Also the partner university needs to appoint one dedicated person for the UT to ensure the commitment and interests.

Additional services and organizational support

On top of the proposed financial instruments, the following services and organizational support could be provided to UT-colleagues to support the development and partnership with ISP-partner universities:

- Dedicated organizational support at central and faculty-level
- Long-term strategic agenda and programmatic approach for each ISP-partner
- (Bi-)Annual outgoing mission by the Executive Board to ISP-partners
- Support incoming board-level visits by ISP-partner
- Support for UT-wide exchange of students with ISP-partners
- Support for UT-wide agreements with ISP-partners
- UT events at ISP partner and vice versa
- More priority to promotional activities with ISP-partners

The detailed implementation of the (financial) support system still needs to be worked out with the relevant internal parties.

7. Assessing ISPs: Evaluation/Monitoring

Procedure:

- Both the instruments and ISP partner universities will be assessed following a 3 year cycle. The next evaluation will start in the 3rd year (early 2021) and result in a new proposal for improvement before 2022.
- The relevant ISP coordinator based on input from involved staff from the UT and ISP-partner will submit an assessment report for each ISP listing the key achievements and results.
- S&P will carry out the evaluation and draft the new recommendations with input from the UT country coordinators and ISP contact persons and the faculties/institutes

- The proposed decisions about revising the ISP-list and ISP programme instruments will be made in the Executive Board and Dean (CvB-D) meeting. The final decision will be made by the Executive Board.
- The recommendations have been proposed based on the set criteria. Important criteria for discontinuing the strategic partnership is lack of substantial Strategic Priority Initiatives and lack of (financial) commitment and co-funding for joint projects from the partner university.

Annexes

Annex 1: History: ISPs from 2016-2018

Annex 2: Types of International Partnerships with Foreign Universities

Annex 1: History and achievements: ISPs from 2016-2018

In 2013, the policy paper 'Strategische internationale partners UT' emphasized the importance of these strategic partners to raise the international profile of the UT by reaching objectives related to education, research and knowledge transfer. In March 2016, the UT Executive Board and Deans (CvB-D) selected 6 partner universities in 5 target countries to develop International Strategic Partnerships (ISPs) with the purpose of reaching strategic goals of the UT. The same year the instrument 'Financial Support for cooperation with International Strategic Partners' was launched to support collaboration projects with the 6 selected strategic partner universities on an annual and competitive basis. This has resulted in 40 funded projects over the past 3 years after 3 annual calls for proposal with the following 6 international strategic partner universities.

1. Brazil: University of Sao Paulo (USP)
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3. China: University of Science and Technology of China (USTC)
4. Germany: Westfalische Wilhelms Universitat Munster (WWU)
5. Indonesia: Institut Teknologi Bandung (ITB)
6. Mexico: Tecnologico de Monterrey (TecM)

Main achievements

From 2016 till 2018, three calls for proposals of the annual financial scheme have been launched with an annual budget of €200,000 to support these 6 partner universities. In the past 3 years €488,500 has been allocated in total to 46 projects with 6 partners.

- 2016: €196,200 allocated to 18 projects with 6 partners
- 2017: €126,500 allocated to 17 projects with 6 partners
- 2018: €166,800 to be allocated to 11 projects (€120,000 to 6 projects to support Special Partnership with WWU Munster and €46,800 allocated to 5 projects with remaining 4 ISP partners)

In the latest 2018 call, more emphasis was put on quality and competition and commitment from the UT faculty and ISP partner (co-funding) to encourage more proposals for sustainable and strategic projects, parallel to a separate call with WWU Munster.

The main results were increased mobility and expansion of domains and involved parties in the collaboration. With the help of the UT country coordinators, who in most cases also acted as the ISP-contact person, the country networks of UT and ISP colleagues have been enlarged and more opportunities for collaboration with the ISP and through partner with the target country as a whole have been identified. In some cases, this has resulted in strategic activities with the aim of achieving strategic goals². Some examples achieved results:

- ITA/USP, Brazil: Broadened and increased partnership with USP/ITA, possibility for regional education and research funding and plans to setup a joint research centre in Brazil with ISP

² Strategic goals in 1) Education: Strengthening the educational portfolio of UT and increasing the attractiveness for students, and increase Influx of students. 2) Research: strengthening UT's research quality to attract additional funding and talented faculty 3) Valorization: connecting to new eco systems of innovation to enhance economic development

partner and regional funding agency. Increased UT visibility with regional funding agency FAPESP resulting in invitation from NWO to host a FAPESP research funding event at the UT in 2020.

- USTC, China:
 - A partnership between the USTC innovation centre and NovelT is expected this year to support the internationalization of startup companies in Hefei and Enschede
 - The strategic partnership and increased exchange of students and researchers with USTC has also resulted in attracting talented master's students at the UT, of whom nearly half will continue with a PhD track at the UT or at another Dutch university
- WWU, Germany: WWU has agreed to a annual financial commitment to pilot phase of joint collaboration grants to stimulate research collaboration in fields of medical imaging, nanotechnology and energy research which will give a boost to regional innovation in these fields.
- TecM, Mexico: The strategic partnership with TecM has resulted in increased priority to collaboration with the UT and a financial commitment to support joint research projects and matching UT and TecM researchers for collaborative research projects.
- ITB, Indonesia: intensified relations with funding agency LPDP, improving double degree programmes with Indonesia and attracting more talented students

Annex 2: Types of International Partnerships with Foreign Universities

We could distinguish the following two types of partnerships:

1. International partnerships (IPs) of the faculties
2. International Institutional Strategic Partnerships (ISPs)

Ad 1

The international partnerships of the faculties are plenty. Most of the time these partnerships are focused on educational collaboration, in particularly on the exchange of students, joint educational programmes and staff exchange. They are based on the mutual recognition of quality and most of the times on a (long) term commitment by one or a number of staff members of the faculties.

Additionally, research can be a driver for partnering up with one or a number of connections around a certain research topic, financed for example by the European Union.

The commitment of the collaboration between one or more faculties and another university materializes in an Memorandum of Understanding (MoU) and/or a specific agreement for example focusing on the exchange of students.

We therefore distinguish the following two stages for International Partners (IPs)

1. Exploration	Initial stage to explore opportunities for potential long-term and comprehensive partnerships through encouraging individual contacts between staff. This usually happens on the individual or on departmental or faculty level and travel expenses are covered by the individual staff members or their departments.
2. Mutual Exchange	Based on first contacts, student and staff exchange are agreed to further build personal networks and a foundation for long-term partnership and joint projects in education and research. These exchanges are arranged and funded by the faculties and in some case included in UT-wide exchange programmes managed by CES.

Ad 2 International Institutional Strategic Partnerships (ISPs)

Are most of the time based upon existing and longstanding collaborations on faculty level. Strategic partnerships on institutional level differentiate in such a way that there is commitment of the institutional management including the faculty boards to invest in further collaboration in content of education and research in a programmatic and substantial way.

1. Institutional Strategic Partners	Based on mutual identification and investments of strategic flagship programmes/initiatives of high priority with explicit and concrete strategic objectives. The aim is to capitalize on partnership to access new networks and funding/facilities through the ISP partner and to jointly fund and implement priority initiatives for long-term and strategic purposes
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Final decision ISPs 2019-2022

Draft September 2019

Based on the discussion between the Executive Board and faculty deans on 11 July, the following 4 International Strategic Partner Universities are recommended to be selected as ISP-universities for the second phase of the UT International Strategic Partnership Programme (2019-2022). Below you will find the argumentation to select the following four universities.

- 1) *Westfälische Wilhelms-Universität (WWU), Germany*
- 2) *University of Sao Paulo (USP), Brazil*
- 3) *University of Waterloo (UW), Canada*
- 4) *University of Science and Technology (USTC), China*

It is also recommended to continue the partnerships with the following 3 ISP partner universities on the faculty/department-level with the same support level as for other faculty-level partner universities:

- 1) Bandung Institute of Technology (ITB), ITC
- 2) Instituto Tecnológica de Aeronáutica (ITA), ET
- 3) Tecnológico de Monterrey (TecM), CES

1. Westfälische Wilhelms-Universität (WWU), Germany

Argumentation:

All faculty deans agreed to continue WWU as ISP partner and intensify the current or explore new collaboration by planning a visit with all deans to Munster soon.

The huge potential for the UT of WWU and the NRW region in terms of education, research and innovation was acknowledged, as well the board-level recognition of the UT as strategic partner and the financial commitment of 120K/year from WWU for collaborative research projects. In particular the high quality research potential and big opportunities in battery research and entrepreneurship are strong arguments to continue the partnership with more focus and mass.

Potential ISP coordinator: SP and ST

History:

- WWU is partner since 1979 and ever since the UT has a double degree programme in European studies and educational and research exchanges with WWU.
- In total, 88 UT researchers have co-authored in 167 publications, which provides a strong research base and network.
- Six ISP-projects have been implemented by all faculties except for ITC in the fields of photoacoustic and molecular imaging, e-mobility, public governance across borders, advanced photonic light sources, physics of fluids and soft matter, and in business administration.
- 3 collaboration grant projects have been implemented in 2018 with co-funding from WWU for the following projects: Single-photon sources based on hybrid surface acoustic wave devices, Investing in booster projects in imaging to launch future large collaborations in Imaging (BOOST) and 'Next-generation batteries'.

- Munster was awarded 700 Mil Euro to setup a large battery research and recycling facility and willing to partner with the UT
- WWU is willing to continue similar co-funded projects on an annual basis and has reserved 120K/year for partnership with the UT for the coming 3 years.

Potential and commitment:

- There is very strong board-level commitment to partner with UT and an extensive personal network including UT guest professors and a former UT colleague at the international office of WWU.
- Common interests in partnership in entrepreneurship, including plans to help setup an entrepreneurship hub in Munster with German funding.
- Germany has been selected as a focus country for the Dutch government (ISO-NL) and the UT and is also a UT priority country for recruiting students. Enschede, Overijssel and OostNL authorities have strong ties and formal agreements for collaboration with Munster and NRW, eg. in the field of energy.
- There is large common interest in research partnerships and many opportunities in educational and industry collaboration.
- The large network of 150 German staff at the UT and over 2000 UT alumni in Germany can be accessed to support the UT ambitions.

2. University of Sao Paulo (USP), Brazil

Argumentation:

4 faculty deans (ET, BMS, EEMCS, ST) propose to continue the ISP partnerships with USP and ET is willing to continue to take the lead. USP is a big (decentralized) university with many possibilities to partner with. In the past it was difficult to reach strategic results, due to lack of strong board-level commitment for financial resources from USP, despite many concrete activities on the faculty-level. The strategic importance of USP for the application for a joint research centre from Sao Paulo state funding agency FAPESP with a Brazilian multinational is an important consideration to continue the UT-level partnership. It is advised to agree on a joint strategic agenda with USP and obtain official recognition of the UT as strategic partner by USP as soon as possible. A condition set by ITC is that Portuguese-speaking ITC staff will not be requested to provide language support only.

Potential ISP coordinator: ET

History:

- The UT has an international academic agreement (for student and staff exchange) since 2014 and a joint PhD agreement has been signed in August of 2019
- USP is ranked higher than the UT and ranked 2nd in Latin America.
- In total, 20 UT researchers have co-authored in 15 publications with 21 USP researchers
- 8 ISP-projects were implemented in the fields of coastal research, Water Engineering and Management, Smart Cities, Political Science and International Relations, Purchasing and Supply Management, and university rankings.

Potential and commitment:

- USP has not formally recognized the UT as strategic partner on board level, but on the programme and faculty-level there are many concrete initiatives and personal contacts and partnerships.
- More opportunities have been identified after the most recent visit by the Rector to USP, such as sandwich PhD programme, a dual appointment programme, participation in the USP visiting scholars programme and offer online courses, which is now being followed up.
- A proposal to establish a joint research centre with USP and an industrial partner to be funded by the state of Sao Paolo is now being prepared.
- Brazil is not a focus country for the Netherlands (ISO NL) anymore, but has been for the Dutch ministry of education, NWO and the UT in general and also for marketing and recruitment.

3. University of Waterloo (UW), Canada

Argumentation:

Despite that some faculties do not have formal links with UW, all UT faculties acknowledge the potential of UW as new ISP-partner for the UT and are willing to explore the possibilities to build a strategic partnership. UW has expressed their commitment to the UT on the decentral level and has been willing in different disciplines to commit and invest in exchanging students and staff to further develop the partnership, in particular in the fields of nanotechnology, medical technology and computer science. UW is experienced in innovation and shows big potential for science-industry partnerships and research collaboration.

Potential ISP coordinator: BMS

History:

- The partnership with UW has only recently developed to the university level which resulted in a formal MoU with UW signed in 2016.
- UW has similar standings as UT in international rankings and has been awarded the title of 'most innovative university in Canada' by a Canadian magazine.
- 18 UT researchers co-authored in highly cited 19 publications with 18 UW researchers

Potential and commitment:

- The collaboration and personal links with UW are still very recent and need to be further developed.
- UW has expressed strong interest and commitment at the international office level to expand the partnership in research and internships and funds available for internships and research placements in the Netherlands, in line with the Canadian national policy.
- UW has also expressed commitment to place postdocs in NL with MESA+
- There are considerable research links and co-publications and strong potential on research institute level for collaboration (eg. MESA+, TechMed, DSI).
- UT research institutes and faculties are interested to exploring new collaboration with UW and to receive more Canadian students and researchers at the UT.

- Also opportunities for industry collaboration due to interest from OostNL in Canada and strong industrial links of UW. Canada has not been listed as focus country on the national level and at the UT for marketing and recruitment.
- UW has been nominated by all faculties and BMS is willing to take the lead.

4. University of Science and Technology (USTC), China

Argumentation:

Two faculty deans (S&T and EEMCS) have expressed their long-term commitment to the partnership with USTC and the remaining 3 faculties do not regard USTC as strategic partner, but could consider to explore the possibilities. Important factors are importance of the Chinese market for the UT, the long-term board-level commitment from USTC. As a result of the trade war with the US, USTC has prioritized collaboration with Europe and Asia and has recently confirmed their willingness to upgrade the partnership with the UT by jointly investing in joint research projects, to create a scheme specially for UT Visiting Professors and exchange more students and staff. USTC also requested support from the UT to internationalize their curriculum and expand the number of English-taught courses, which will enable more UT students to take courses and minor package at USTC.

Potential ISP coordinator: SP and ST

History:

- The research collaboration between UT and USTC dates back to 1988 and the first MoU was signed in 2013.
- Currently, the UT is running a double PhD programme with USTC and has 3 UT professors who are appointed at USTC.
- In total, 19 UT researchers have coauthored in 43 publication with 39 USTC-researchers, which provides a substantial research base and network.
- 11 ISP-projects have been funded implemented by all faculties in the fields of business administration, communication science, computer science, physics of fluids, chemical Engineering, Chemistry and Materials Science, Finance and Statistics, and geriatric health care.

Potential and commitment:

- USTC belongs to the world top 100 universities (THES) and belongs to the top 3 universities in China
- USTC has recognized UT as strategic partner at the board-level and faculty-level.
- Internationalization is a top priority and the UT has been requested to support USTC in developing their international curriculum
- Attracting talents for UT master's and PhD programmes using Chinese funds has proven very successful through existing UT networks of researchers and alumni in China, including a high-level alumnus
- Despite recent political sensitivities with China, the research collaboration is increasing including plans to start a joint lab
- The S&T department of Anhui province offer opportunities to access institutional and regional research and business funding as well as business opportunities and has expressed their interest to engage with Twente region

- UT's strengths and expertise in internationalization, innovation and entrepreneurship are for USTC and other Chinese universities of great importance which could help create a stronger positioning and profiling of the UT in China.
- USTC has agreed funding mobility of UT students and staff to access education and research facilities in China

Key Approach to International Strategic Partnerships 2019-2022

List of Contents:

1. Policy framework: Selection new ISP partner universities 2019-2022 and policy document
2. Strategy: ISP-strategic agenda's and action plans
3. Implementation: ISP services and budget
4. Organisation: tasks and responsibilities

1. Selection new ISP partner universities 2019-2022

Based on the discussion between the Executive Board and faculty deans on 11 July, the following 4 International Strategic Partner Universities are recommended to be selected as ISP-universities for the second phase of the UT International Strategic Partnership Programme (2019-2022). In the attachment, you will find the argumentation for the final selection.

1. *Westfälische Wilhelms-Universität (WWU), Germany*
2. *University of Sao Paolo (USP), Brazil*
3. *University of Waterloo (UW), Canada*
4. *University of Science and Technology (USTC), China*

2. ISP-strategic agenda's and action plans

The implementation of each partnership and the necessary financial support scheme will be coordinated by SP with support from the 4 ISP-coordinators and all UT faculties and research institutes. The following overall plan is proposed taking into account the different history, stage and speed of implementation of each partnerships.

Strategic plans will be developed in parallel processes and will differ for each partner university depending on the joint (financial) commitment and agreement on future plans. It is recommended to allow sufficient flexibility in timing and required resources. Long-standing partnerships with universities like WWU or USP could result in quick commitment to and decision-making of strategic priorities and financial investment and therefore not following the expected planning.

Proposed Process Plan:

<i>Activity</i>	<i>When</i>	<i>Responsible</i>
Decision on 4 ISP's and coordination	October 2019	EB
Formalize appointment of ISP coordinators	October 2019	EB
Collect input from faculties and institutes on topics and themes	Q1 2020	Faculties / institutes
Discuss concept strategic agenda per ISP	Q1 2020	EB-D
Board-level meetings with ISPs (start with WWU in Dec 2019)	Annually	EB and deans
Obtain (financial) commitment to strategic agenda from ISP-partner	Q1 2020	ISP-coordinator/SP

Approve multi-annual strategic agenda and related financial plans	Q2	EB
Include (financial) proposals in 'Spring Memorandum 2021-2024'	Q1 2020	EB
Implement action plans and report to EB	2020	SP/ISP-coordinator
Monitor developments and achievements	annual reporting	EB-D
Evaluate ISP programme, activities and achievements	Q4 2021	

3. Implementation: ISP services and budget

Proposed financial support

Overview required investments:

1. Annual base funding for the exchange of academic/policy staff (Available: 30k/year)
2. Funding for joint strategic programme for WWU Munster (Available: 120k/year)
3. Funding for joint strategic programme for remaining ISP partners (Available: 50k/year)
4. Coordinator for each ISP from faculties/SP (Available: 4 x 0,2 fte)
5. Policy support from SP (Available: 0,3 fte)
6. Funding for large-scale strategic initiatives for remaining ISP partners from central budgets in spring memorandum (To be requested additionally)
7. Additional financial support from faculties for specific faculty-level initiatives and travels (To be requested additionally)

In the proposed financial support system for ISPs, a flexible fund for travel expenses and a funding scheme which will be implemented based on multi-annual proposals for each ISP including a strategic agenda and financial plan to be submitted to the EB for approval.

4 ISP-coordinators will be appointed for at least 0,2 fte who also perform the tasks of UT country coordinators (0,2 fte) and are 50% financed by S&P and 50% by a faculty. Additionally, one policy adviser from SP is available to coordinate the all partnerships and facilitate the decision-making process.

Proposed strategic initiatives can be funded from the annual earmarked ISP-funding from the central unit (CE) for the budget item 'Intern. Strat. Partners, support cooperation initiatives'. FIN has confirmed the availability of at least 200k/year.

The EB has decided to allocate 120k annually to the partnership with WWU, which means there will be 50k left from the annual ISP budget for other ISPs. Faculties can decide to make additional investments from faculty budgets on specific topics for specific faculty-level initiatives. Additional funding can be requested from central budgets to be included in the annual plans for the 'Spring Memoranda'. More details about the funding instruments can be found below.

Description investments:

1. Annual base funding for the exchange of academic/policy staff

Aim: connect people and groups to establish (new) research and education links and support future projects with ISP-partners.

Flexible funding to cover academic or policy staff travel costs at any time of the year to support future projects and establish (new) research and education links. Brief applications can be submitted to S&P for approval (ISP-budget: 30k/year).

2. Funding for joint strategic programme for each ISP partner

Aim: Scale up existing activities to strategic programme with larger impact and visibility based on a joint and co-funded strategic agenda with the ISP partner university.

Possibility to propose joint education and/or research collaboration programmes with ISP-partners with clear strategic results and milestones. Proposals for a joint and co-funded strategic programme can be submitted to the EB and multi-annual funding can be applied from available ISP budget. The EB has already committed 120k out of the 200k of the ISP budgets for the annual Collaborative Grants scheme with WWU Munster.

In addition, funding from centrals budgets (to be included in the spring memoranda) and if possible co-funded by faculties can be applied joint strategic initiatives. Additional investments from faculty budgets on specific topics for specific faculty-level initiatives are welcomed.

3. Coordinator for each ISP from faculties (4 x 0,2 fte)

4 ISP-coordinators will be appointed for at least 0,2 fte who also perform the tasks of UT country coordinators (0,2 fte) and are 50% financed by SP and 50% by a faculty.

4. Policy support from SP (0,3 fte)

One policy adviser from SP is available to coordinate all partnerships and facilitate the decision-making process and advise the ISP-coordinators

Additional UT services and organizational support:

- Long-term strategic agenda and programmatic approach for each ISP-partner
- Dedicated ISP-coordinator and organizational support from different levels
- (Bi-)Annual outgoing mission by the Executive Board to ISP-partners
- Support incoming board-level visits by ISP-partner
- Support for UT-wide exchange of students with ISP-partners
- Support for UT-wide agreements with ISP-partners
- UT events at ISP partner and vice versa
- More priority to promotional and alumni activities with ISP-partners

5. Organisation and responsibilities

The following briefly describes the different roles and tasks of involved parties:

1. Executive Board (EB)
2. Faculties/Institutes (Deans/Faculty's)
3. ISP-coordinators
4. UT country experts (researchers/policy staff)

Role EB:

- RM act as sponsor for ISP programme and encourage UT faculty deans and institutes to prioritize partnership with ISPs
- Meet with and develop relationships with executive boards of ISPs on annual basis
- Approve strategic agenda's for ISPs after consultation with faculties
- Sponsor funding schemes for ISPs

Role faculties/service departments:

- Prioritize partnership with ISPs in relevant activities
- Provide input for strategic agenda and priorities/ambitions
- Encourage and facilitate education and research links and partnerships
- Shared investment in appointing ISP coordinators and faculty-level initiatives

Role ISP-coordinators:

Since 2016, the tasks of ISP-coordinators (for at least 0,2 fte) have been integrated with the tasks of UT country coordinators and has now been formally integrated in the Terms of reference for UT country Coordinators. The following UT-coordinators are nominated for each ISP-partner:

- WWU, Germany: S&T (Marijke Stehouwer, UT Germany coordinator), supported by SP (David Pho)
- USP, Brazil: ET (Jelle Ferwerda, UT Brazil coordinator)
- UW, Canada: BMS (Margriet Dekkers, UT Canada Coordinator)
- USTC, China: S&T (Louis Winnubst, China coordinator) supported by SP (David Pho)

Key tasks:

1. Act as the UT liaison person for the international strategic partner (ISP)
2. Support development of UT-wide strategic agenda for ISPs and implement activities
3. Expand and maintain internal UT and external networks relevant to the ISP partner
4. Identify developments at ISP and advise/support the UT in collaboration with ISPs
5. Increase the visibility of the UT at International Strategic Partners (ISPs) and vice versa

Role UT country experts (selected UT staff):

UT country experts are selected UT staff with broad experience and networks with ISP partners and/or with countries where ISPs are located

- Share knowledge and experience with partnerships with focus countries and ISPs
- Advise the CvB-D on strategic choices and ambitions for strategic agenda with ISPs
- Support ISP/country networks of UT staff working with ISP partners and/or with countries where ISPs are located