Internationalization policy – university development cooperation - UDC

Jan Cornelis
vice rector international policy at VUB

- **Subject:** build an UDC ecosystem in harmony with the internationalization policy – Why and How?

- **Challenges: (i)** raising **interest and participation** of the university community and (ii) **sustainability**

Vrije Universiteit Brussel

Overview of the talk

- UDC imbedded in the **VUB vision**

- Context: Belgium - Flanders – UDC Strategy and funding - *level 1: the government*

- UDC fitting in the Internationalisation Policy of the university – *level 2: the university*

  - *Incentives for participation – KPI's*

  - *Sustainable networking: PIP's (peer-to peer collaboration after capacity building - sustainable relations)*

- **Free inquiry** (without pre-established dogma's) …
.… guiding **societal involvement** – condition for civilized dialogue
- **Autonomy**
- **Unity in diversity** *(more than **integration** of foreigners in the local ecosystem).*
- **Open university platform**, *imbedded in international networks including institutes from growing, developing and mature economies,*
- **Early adopters** (@home)
- **Going beyond the evident** *(open for new ideas & diverse view points)*
- The **network will become the "instrument"**
- **Preparing for new career paths** - longer life time, longer careers, faster job changes, required flexibility, shorter economic cycles, worldwide talent-competition, essential intercultural skills, …

Internationalisation aspects in the VUB vision Key words and key phrases (2/3) - Students

- **"Student characteristics -only realizable in international context)"**
- *Redelijk eigenzinnig (Reasonably opinionated)*
- Commitment to *sustainable humanistic society*,
- *Open minded world citizens*
- Well-prepared for *professional career*,
- *Multi-lingual*
- Trained to keep its *market value*, lifelong
- Independent *critical and investigating attitude*
- ➔ **Competence oriented learning in flexible education**

Internationalisation aspects in the VUB vision Key words and key phrases – UDC (3/3)

- Creating new societal value and impact - *development cooperation*
- Challenges: maintaining the UDC expertise is a priority.
- Long term continuity, continuing after capacity building and UDC funding (peer-to peer relations)
- Permanent specialized master programs with DC relevance
- Network of partners in developing countries for our students
- → (i) Diversification of the funding channels, e.g. international
- → (ii) New (young) generation of initiative takers
- → (iii) Transfer of senior expertise,
- → (iv) Personal/individual appreciation of the involvement in UDC,
- → (v) stimulation ofstudent participation (internships, travel grants)
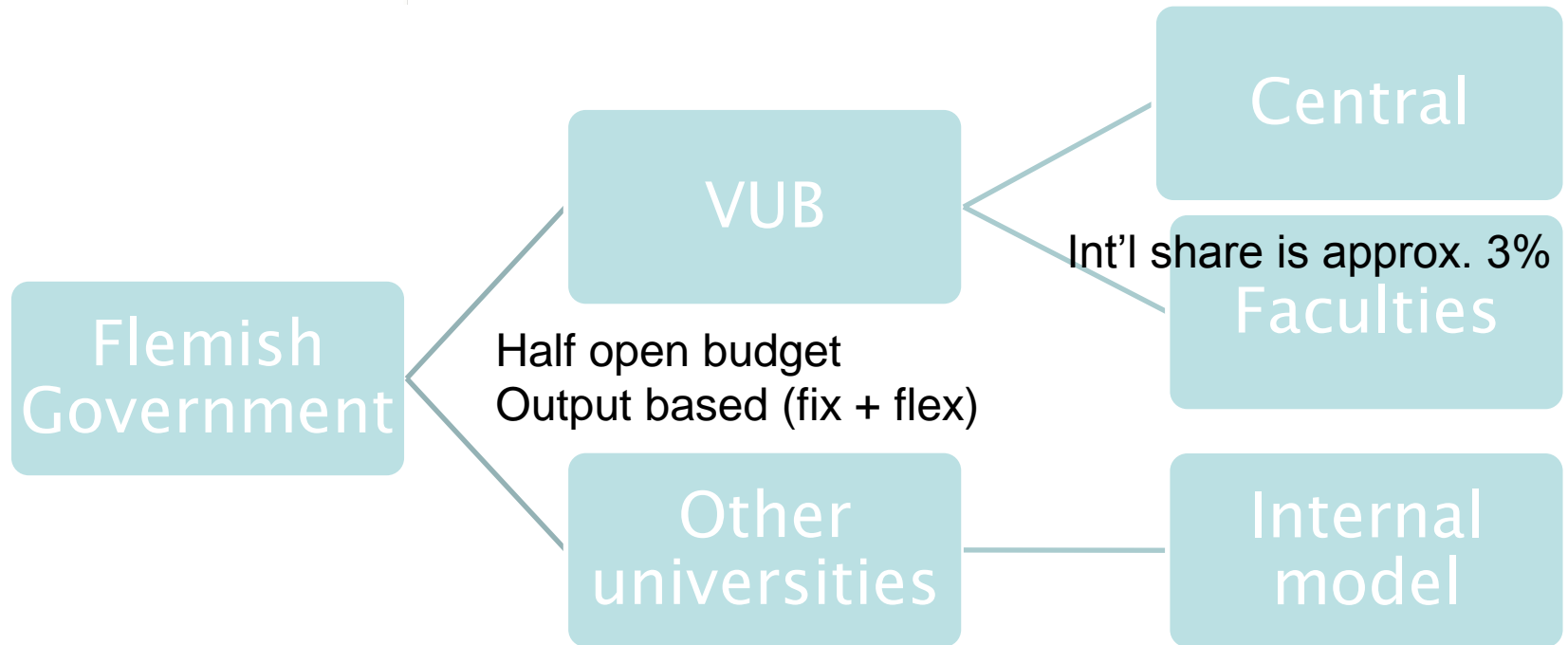- → (vi) focus on limited set of countries for the large projects;

Vrije Universiteit Brussel

- **Changes in HE to cope with globalisation (= internationalisation)**

-Flanders Action plan on mobility: more incoming and 33% outgoing with 10 ECTS – prove international skills of our graduates

-Europe (2020 Bologna goal)

- **Internationalisation is a strategic priority of VUB and is incorporated in its mission (= anchoring)**

-University GSP2 (2012-2016)

-Transversal check of policy plans of faculties and central services (= internal alignment)

- **Institutional audit 2016**

-Vision text Int'l with focus on Education

-Implement procedures (not always obvious)

Vrije Universiteit Brussel

Central

VUB

Int'l share is approx. 3%

Faculties

Flemish Government

Half open budget
Output based (fix + flex)

Other universities

Internal model

-**Allocation model for Flemish universities (market share)**
-**Allocation model for Faculties: faculties were not prepared/ red and green faculties**

Shared responsibility

Vrije Universiteit Brussel

- **Aim:** 0.7% of Gross National Product
- **Real numbers for Belgium:**
  - 2011: 0.53% ~ 2013 Meuro

    OECD (DAC): 0.31 %
  - 2012: 0.46% ~ 1830 Meuro
  - 2013: 0.43% ~ 1842 Meuro
- **Directorate General for Development Cooperation and Humanitarian Aid - DGD**
  - 56% or 1032 MEuro

Belgian Development cooperation: 4 pillars

- 1: Bilateral or direct cooperation
- 2: Multilateral cooperation
- 3: Indirect cooperation (ANGS)
- 4: "Informal" cooperation/private initiatives
- Pillar 1-3: funded by DGD: total budget of :912 million

Flemish University Development cooperation

Vrije Universiteit Brussel

- Belongs to pillar 3 (26% of DGD-budget, or 233 Meuro)
- Within pillar 3: 27% - 63 Meuro
- Half VLIR-UOS, half ARES- CUD: 31.5 Meuro
- VUB ~10 % of VLIR UOS (3Meuro/year)

Governance structure (overall)

Vrije Universiteit Brussel

DGD: UDC funding : (63 Meuro/year) – GENERAL policy (e.g. regional coherence and concertation of all actors in the region); management delegation to:

VLIR-UOS – PROGRAMME policy/implementation : 31.5 Million

Universities – IMPLEMENTATION (approx 10% to VUB, or 3 Meuro)

Within VUB: International Policy Board advised by Bureau of UDC

VLIR programmes (addressing various levels) – Overview

Cooperation organized at various levels:

Country ──────────→
- Network University Cooperation
- Research Platform

Institution ──────────→
- Institutional University Cooperation
- North – South – South Cooperation
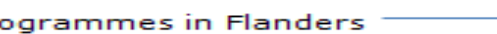
Department ──────────→
- TEAM (prior Own Initiatives)
- Research Initiatives Programme
- South Initiatives
- International Conferences
- ACROPOLIS (prior O* Platform)

Ph.D. programmes ──────────→
- VLADOC PhD Scholarships
- ICP PhD Scholarships

Education Programmes in Flanders ──────────→
- International Course Programme
- International Training Programme
- Short Training Programme

Succes rates for project proposal

Vrije Universiteit Brussel

2003-2014 ((all institutions)	EI/TEAM	INCO	ITP	RIP	ZI
	% Selected	% Selected	% Selected	% Selected	% Selected
Year					
2003	30%	75%	100%		47%
2004	29%	40%	63%		67%
2005	24%	60%	100%		47%
2006	37%	50%	75%		67%
2007	39%	67%	86%		53%
2008	38%	64%	86%	40%	59%
2009	31%	42%	100%	27%	40%
2010	35%	46%	75%	47%	100%
2011	34%	62%	56%	67%	20%
2012	0%	50%	75%	50%	39%
2013	43%	150%	88%	25%	43%
2014	33%	0%	0%	46%	55%
TOTAL	33%	61%	80%	42%	47%

Tendencies in UDC

- Integration of Internationalization and UDC- governance structures and actions

- Structured Student and staff Mobility extending from EU to world level

- Integration of Development cooperation universities and institutes of HE

- Region strategy (concertation of nonprofit + HE + private)

- Increasing involvement of economic and tech transfer (value creation+ spin offs born international, existing companies,…).

- Many developing countries and emerging economies have their own programs(e.g. Vietnam, ecuador, Peru, Brazilia,…) – Trio's

- Regional pioneers (South Africa, previously South Korea -- > now also major Donor)

Diversification of financial channels

Vrije Universiteit Brussel

- EU (EM, Europ aid) – Erasmus Mundus, Erasmus +, Europ aid
- Flanders (VAIS,…) – Vlaams Agentschap voor internationale samenwerking
- OAS
- Other/specific scholarship programs,…

Measuring Internationalisation

why?

- **<u>Responsibility</u> towards society for the cost/benefit in HE**
- **Objective support for <u>reporting</u>**
- **Input towards <u>Policy</u>**
- **Monitoring of <u>reaching goals</u>**
- **<u>Benchmarking</u>**
- **Incentivating role**

1,5 year of …

… to agree on the indicators and measurement

Vrije Universiteit Brussel

	education	research	staff	reputation
Priorities according to faculty policy plan	**Policy 1:** %, # of students with double/joint diploma with an international partner **Policy 2**: %, # programmes leading to double/joint diploma with an international partner <u>Policy 1 en 2:</u> related to curriculum, recruitment and study yield	**Policy 4**: %, # of co-tutelle PhD's with an international partner (in & outgoing) **Policy 5**: %, # of PhD's obtained at VUB by international researchers <u>Policy 4 & 5</u> are related to international research collaboration & recruitment	**Policy 7**: incoming int. staff (guest) for short assignment in education and/or research <u>Policy 7</u> related to a.o. I@H	
	Policy 3: %, # of incorporated and maintained "mobility windows" in the curriculum <u>Policy 3</u>: mainly related to outgoing mobility	**Policy 6**: projects of excellence whereby international talent is attracted : ERC, Francqui, Odysseus,… <u>Policy 6</u> is related to research output, networking and reputation	**Policy 8**: English language skills of admin. personnel (in first priority desk officers) <u>Policy 8</u> is related to recruitment and reputation	

Vrije Universiteit Brussel

	Education	Research	Staff	Reputation
ZAP-matrix **Also valid on faculty level:** **Ex. % OO-cards per faculty that are updated in Dutch and English** **…same for language skills and mobility of staff**	**ZAP 1: % OO cards updated in Dutch and English** ZAP 1 related to curriculum, recruitment and reputation		**ZAP 2: C1 attestation in English language skills for staff without teaching assignment in English.** ZAP 2 related to potential expansion of English offer and I@H	**ZAP 3: %, # outgoing staff: education 5 course hours or research period of 3 months** ZAP 3 related to international visibility, and I@H **ZAP 4: Int. jury member in master or PhD thesis defence** ZAP 4 related to research reputation **ZAP 5: Perform as 'VUB International Ambassador'** ZAP 5 is related to international visibility,

Vrije Universiteit Brussel

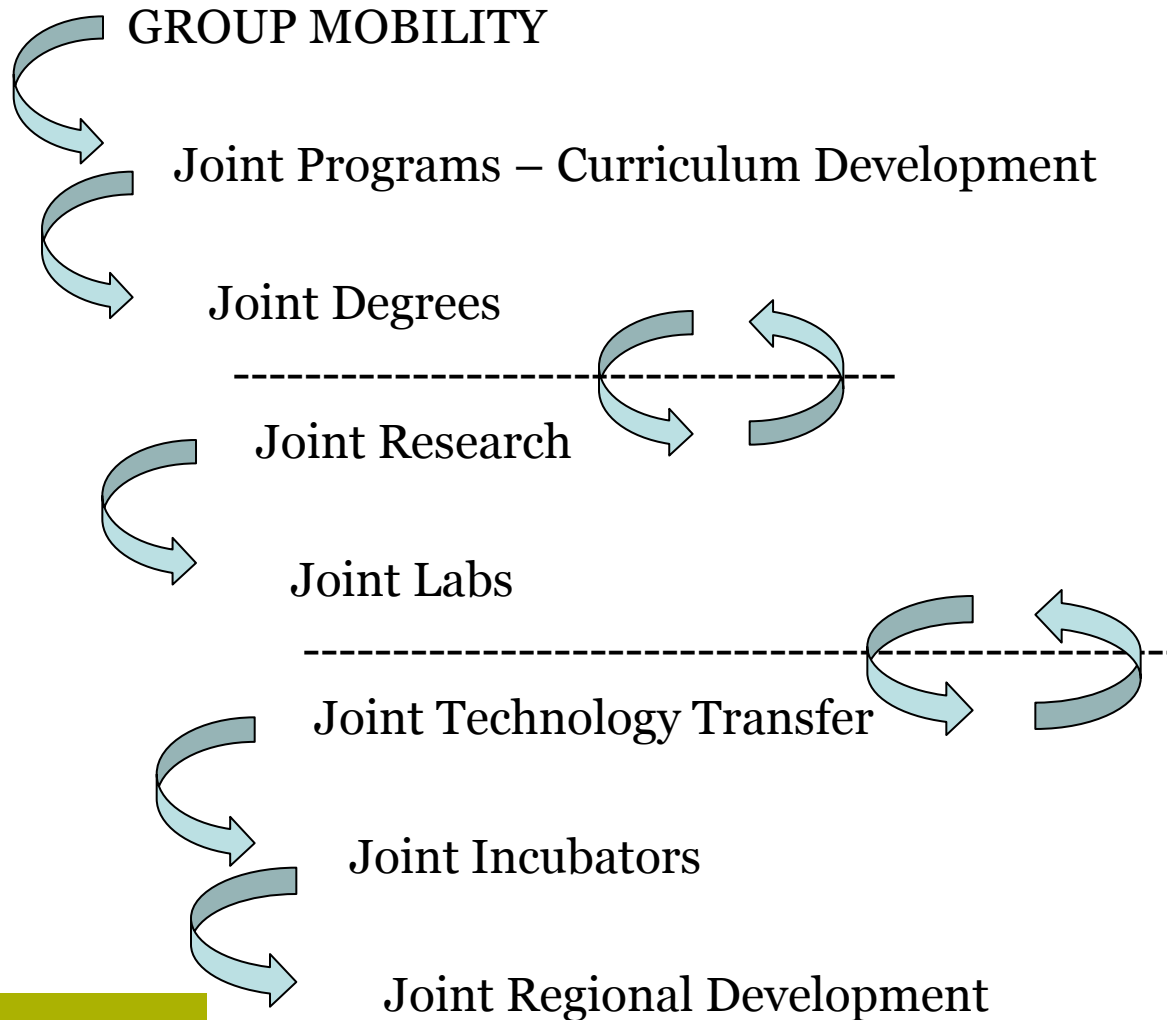| Allocation model	Education	Research	Staff	Reputation
	Allocation 1: %,# of externally gained credits **Allocation 1** related to outgoing mobility			
	Allocation 2: %, # gained fundable credits by international students **Allocation 2** related to financial health of university, I@H, reputation			

Central 1: EC-conformity of central and faculty web pages with EC guidelines of the ECTS-label
Central 2: international staff recruitment

Collabration, the VUB style, international privileged partnerships

Vrije Universiteit Brussel

GROUP MOBILITY

Joint Programs – Curriculum Development

Joint Degrees

Joint Research

Joint Labs

Joint Technology Transfer

Joint Incubators

Joint Regional Development

Multilayered structure for a typical PIP

Vrije Universiteit Brussel

VUB- BRUSSELS

PRIVILEGED PARTNER

University Involvement

Economic/Societal Actors Involvement

- Education
- R&D
- New technology/knowledge

Mobility, Group mobility
Curriculum development
Double/Joint diploma
Joint research

- Education
- R&D
- New technology/knowledge

Joint laboratories, IP agreements, R&D Strategy, road maps, joint technology watch & valorziation strategy

Technology transfer Innovation; career centers,….

Technology transfer Innovation, career centers,…

Joint knowledge & technology transfer, collaborating incubators, joint regional development

Incubator
Science & Technology Park, interregional collaboration

agreements …

Incubator
Science & Technology Park, interregional collaboration

agreements …

Vrije Universiteit Brussel

1998: Start: "Eigen Initiatieven-EI"; duration 2 year (purification of lectins, with UCLV) Afterwards, participation to 2 extra EI– bananas (KULeuven), biological herbicides en pesticides (UGent),   **-- > 3 PhDs**.

2003 - 2014: IUC with UCLV. Infrastructure and working costs; **number of PhDs: 78 in 10 year**, in Cuba, or in a Flemish Universities, in various sectors; Master in Intercultural Communication, IUC was a "Boost" for several VLIR-UOS projects.

2013-2025: Now: two new big projects: **the ICT-netwerk**, coordinated by UCLV in collaboration with Cuban universities; and a new **IUC with Universidad de Oriente**,

Scientific research between Cuba and Flanders with an outreach in Europe and worldwide.

➔ Sustainability on a peer-to-peer level: Double diploma agreement with Cuban authorities; three technology transfer pilots with respect to the creation of "new economy"

Brussels: The place to be

Come and visit us

Vrije Universiteit Brussel

International Relations & Mobility Office, VUB

Email: International.Relations@vub.ac.be

Tel: +32 (0)2 614 81 01

Website: www.vub.eu