



**GHENT  
UNIVERSITY**

DEPARTMENT INTERNATIONALISATION



Courtesy Martin Valcke

# INTERNATIONALISATION AT GHEENT UNIVERSITY

Jean Dhont, ASEANplus Regional Platform Coordinator

on behalf of Prof. G. Van Huylenbroeck, Academic Director for Internationalisation

CHINLONE meeting

Brussels, February 14, 2019



ASEANplus  
Regional Platform

# WHO ARE WE

## WHO WE ARE

Internationalisation

Why

How

Instruments

Conclusion

# GHENT UNIVERSITY IN 10 UNIQUE SELLING POINTS

1. Located in the heart of Europe
2. A long history since 1817
3. Open, engaged and pluralistic
4. Comprehensive: 11 faculties
5. Top study programmes at all levels
6. Top research (4500 A1 & 700 PhD/year)
7. International profile and population
8. Strong valorisation with triple helix university-society-industry
9. High in international rankings
10. Engaged staff: 1300 professors & 7500 motivated researchers and other staff

# TIMELINE

**Inauguration** of 'State University Ghent'. **Latin** is the language of tuition

**Research** becomes an important responsibility

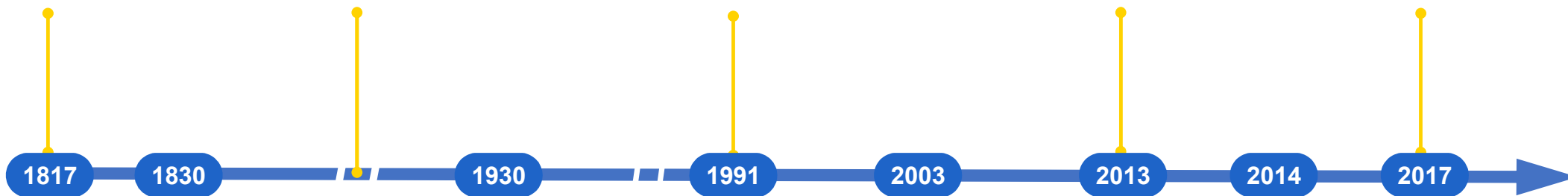
Larger autonomy: 'State University Ghent' becomes '**Ghent University**'



Integration of academic programmes university colleges.



**200 years!**



Belgian Independence  
**French** becomes the language of tuition

**Dutch** becomes the language of tuition

Ghent University Association



Start in **South Korea**



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# 11 FACULTIES



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# EDUCATION

## Bachelors

54

Dutch taught:  
English taught:

53  
1

## Masters

142

Dutch taught:  
English taught:

94  
48

## Postgraduate

25



(NUMBERS: OCT. 2018)

## WHO WE ARE

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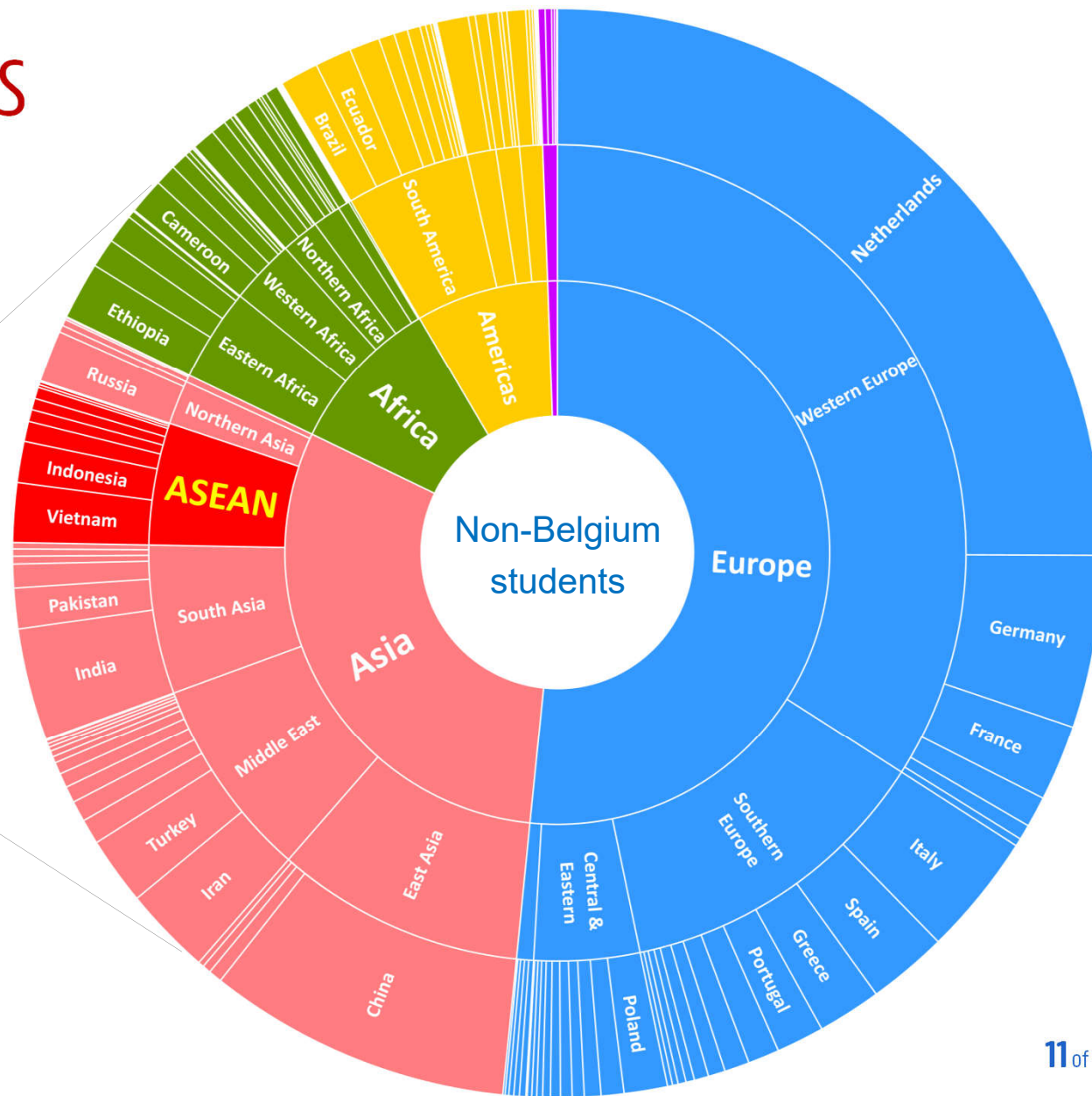
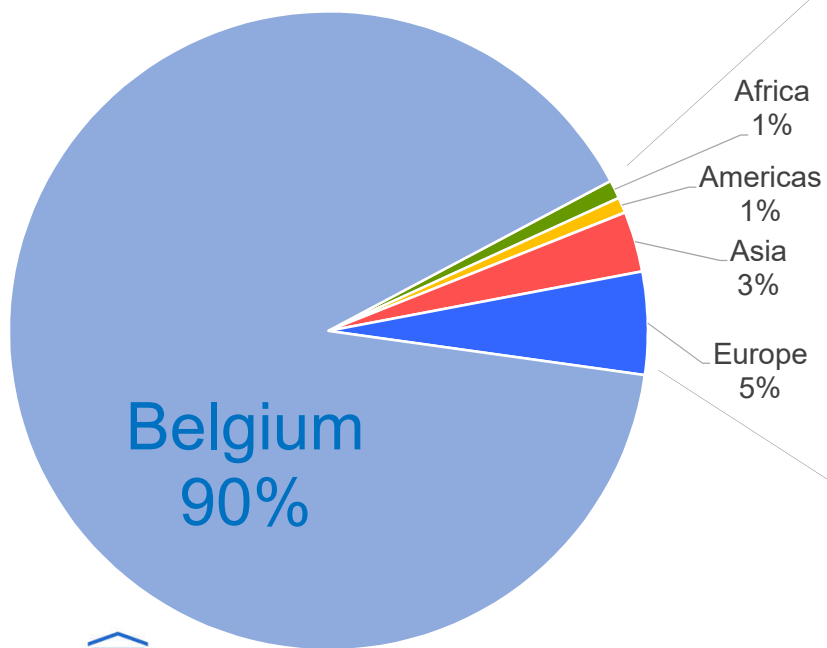
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# INTERNATIONAL STUDENTS AT UGENT



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# TECH TRANSFER DEPARTMENT

Research valorisation & link with industry

## WHO WE ARE

- Internationalisation
- Why
- How
- Instruments
- Conclusion

Spin-offs  
(2007-2016)

62

Patents  
(2007-2016)

297

Valorisation  
consortia

22

Intensive collaboration  
with companies



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# WHY INTERNATIONALISATION?

# WHY INTERNATIONALISATION ?

## Benefits:

- Internationalisation is a driver for innovation
- Today's (scientific) problems and challenges are international by definition (global warming, migration, smart cities, ...)
- Internationalisation leads to higher quality of education and research
- Internationalisation gives content to the social and global responsibility of Ghent University
- Internationalisation strengthens the reputation of Ghent University

## Two main objectives:

1. Developing international competencies of students and staff
2. Positioning UGent as an international player for education and research





# DEVELOPING INTERCULTURAL COMPETENCES



*Learning outcomes that in a certain domain and at a certain level have an international and/or intercultural scope and/or context*

- domain: defined by the programme!
- level: can be different for bachelor, master,...
- scope and/or context: strategies and skills for functioning in other cultures, intercultural interaction techniques, cognitive & cultural flexibility, sociability, comparative civics, socio-economic geography,...

## INSTITUTIONAL OBJECTIVE

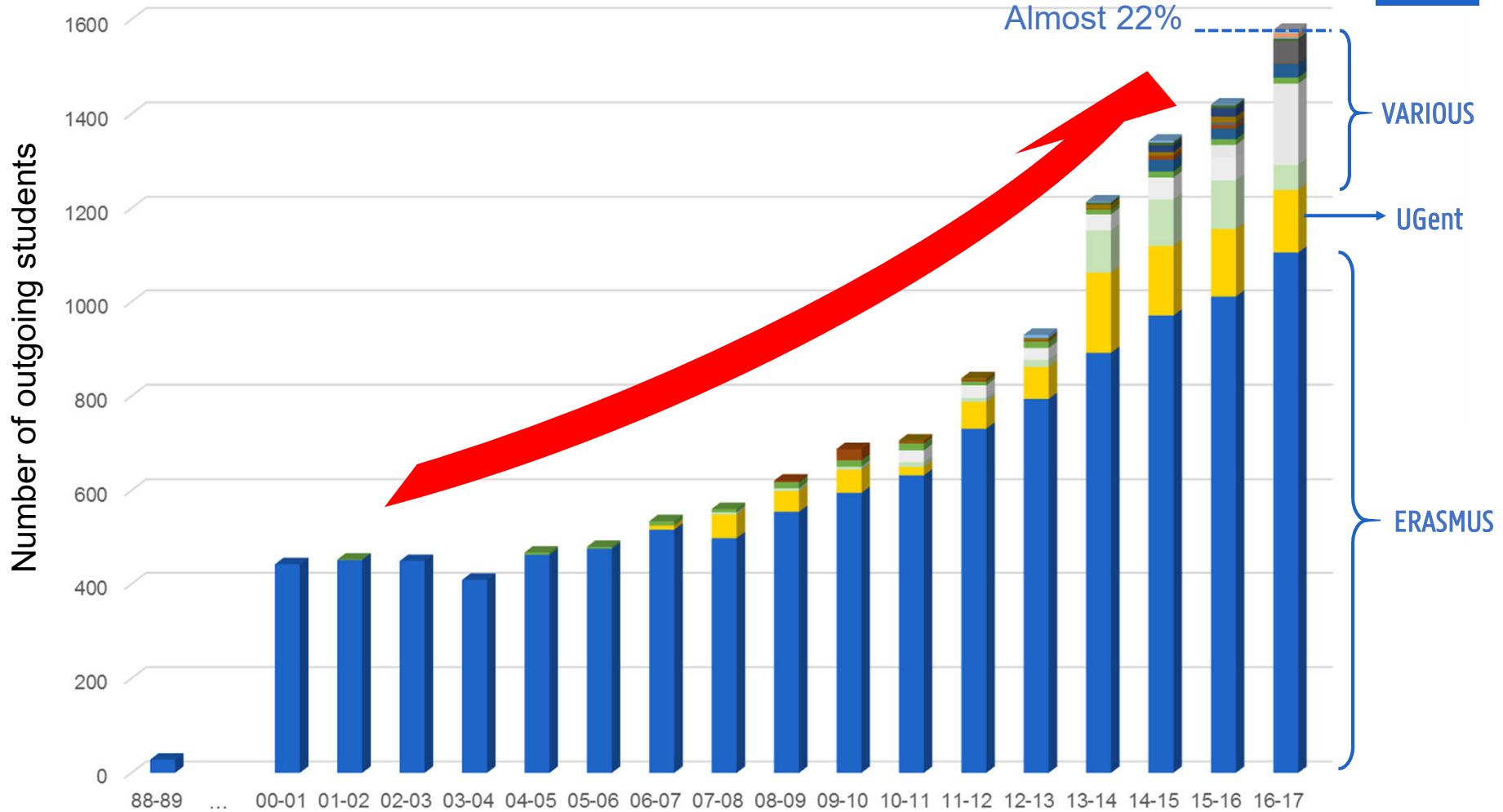
*“Internationalisation has a prominent place in Ghent University’s education offering students maximal chances to gain international/intercultural competences.”*

by 2020:

- 25% of all graduates have a study abroad experience
- 100% of all study programmes have incorporated international and intercultural competences in the programme competences



# STUDENTS MOBILITY



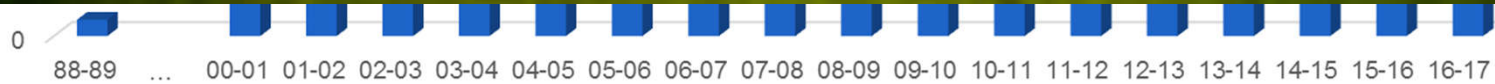
# NUMBER OF OUTGOING STUDENTS

funding

Who we are  
Internationalisation

## WHY

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# INTERNATIONALIZATION@HOME

# International Classroom

# Window of opportunity

Exchange Programme

Virtual Mobility

Moocs

Foreign Teaching Staff

Summer Programmes

# Internationalisation Experience

Short Term Mobility Internationalisation@Home

# Internationalisation Dimension

Field Trips

Multiperspectivism

International Courses

Course Contents

Intensive Programmes  
Diverse Student Body



# INSTITUTIONAL OBJECTIVE



*“Ghent University should be an attractive destination and partner for international students, researchers and projects”*



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By 2020:

- 15% of all graduates and staff should be of non-Belgian origin
- Ghent University should be and remain among the top-100 universities in the world

# UGENT IN RANKINGS

Academic Ranking of World Universities (Shanghai Ranking) 2018	61
National Taiwan University Ranking 2017	65
U.S. News Best Global Universities Ranking 2017	88
Times Higher Education (THE) World Universities Ranking 2018	143
QS World University Ranking 2019	138
World's most innovative universities 2016	75



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# INTERNATIONAL STUDENTS AND STAFF

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Total number of students 43,198

international students 5,486

PhD students 4,769

international PhD students 1,861

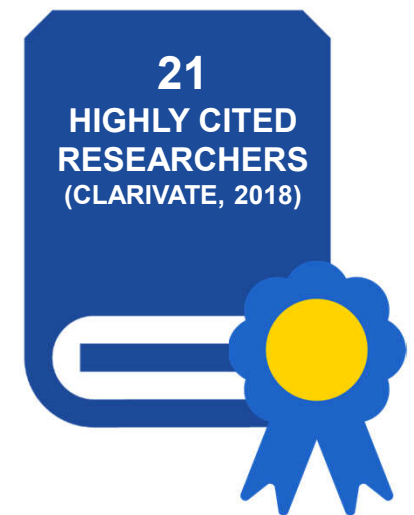
Staff ca. 9000

international staff 12%





# PUBLICATIONS 2008-2018



Total number of publications at Ghent University

53,718

Publications 2018: SCIE, SSCI, AHCI in WoS

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# HOW TO REALIZE THIS?

# ACTION PLAN 2014-2018

Action plan formulated and approved by the Board of Governors

## 6 main actions:

1. Structuring & strengthening central support
2. Internationalisation of all central services
3. Stimulating strategic partnerships
4. Support for internationalisation in education
5. International recruitment of students and staff
6. International branding

# ACTION PLAN 2014-2018

## 1. Strengthening CENTRAL support

### Re-enforcement of central level support:

- Creation of a Internationalisation Office with an Academic Director for Internationalisation (before: parts under education and others under research)
- Integration of internationalisation and Development Cooperation
- One central international office (Pand)
- Streamlining of procedures

### Re-enforcement of Faculty support

- Faculty policy plan for internationalisation
- Increase of faculty budget (Staff and student mobility (MoU/CA), I@home, Mobility funds CWO, ...)
- Internationalisation as a pillar in the allocation model

# ACTION PLAN 2014-2018

## 2. Internationalisation of central services

*Internationalisation requires a mind shift of all central services. This goes beyond having documents in English language (also important and not evident !) or speaking English.*

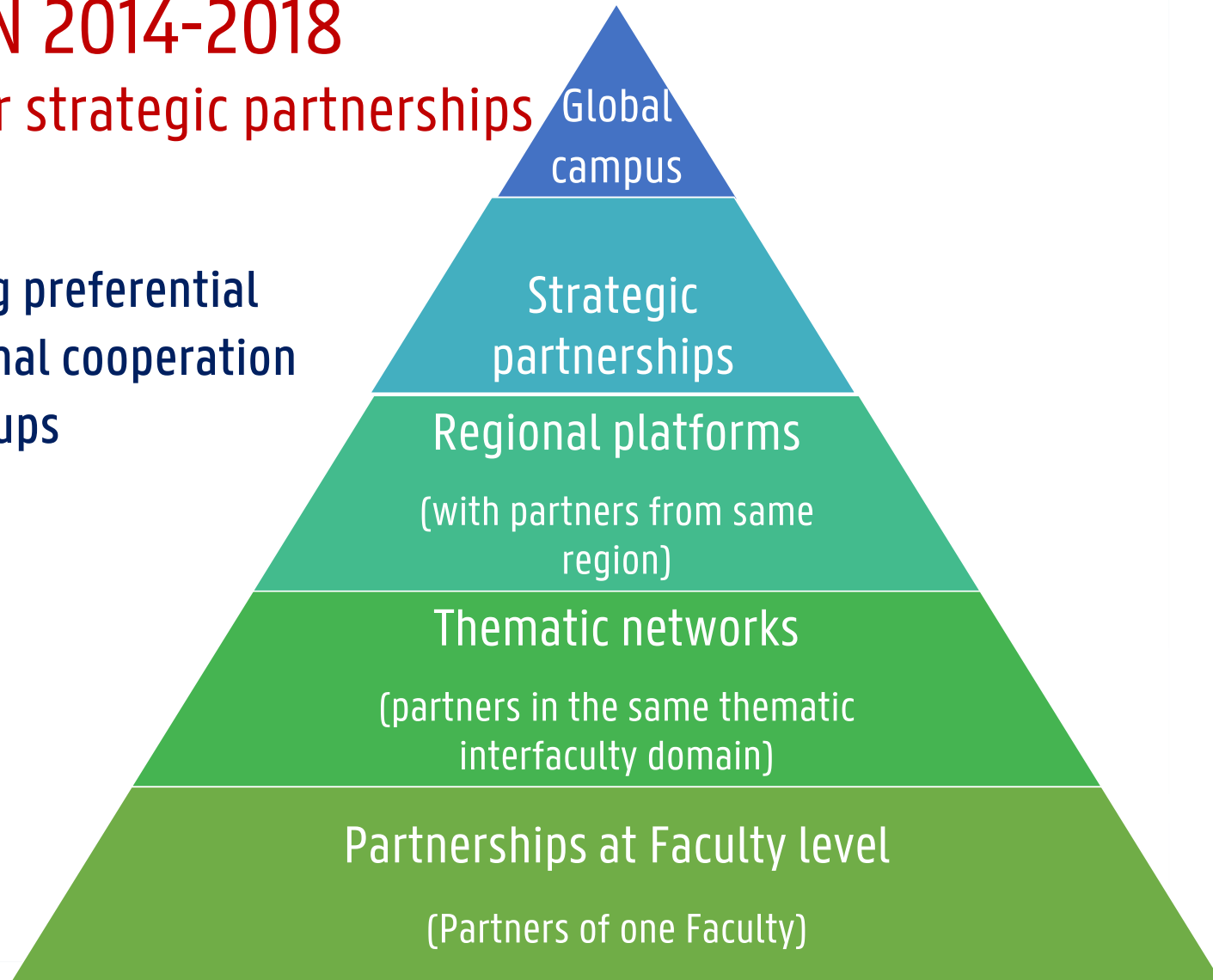
Following services are/need to be transversally developed in the different university departments:

- Recruitment and welcoming of staff (and their family!) and students
- Housing/contracts/visa support/ welcome packages/....
- Research & education regulations (e.g. language of teaching, requirements for research IP, ...)
- Involvement of international staff and students in the faculty life and organisation
- Finance department: e.g. international bank transfers, net versus gross salary comparisons
- Career management for PhD and post-docs
- International branding of the university
- ICT: programs in two languages
- Juridical services
- ....

# ACTION PLAN 2014-2018

## 3. Searching for strategic partnerships

Structuring preferential international cooperation in five groups



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# ACTION PLAN 2014-2018

## 3. Searching for strategic partnerships

Global  
campus

- Faculty own policy to create high level partnerships in specific domains of the faculty
- MoU and CA policy: decisions at faculty level only for quality check
- Funding via centra fund for BILACs (bilateral interfaculty domain)
- Development of tools to support policy and facilitate administration (e-Quatic, e-Consort, Erasmus without papers; Desert, ....)

	Partners
Africa	24
Asia	167
Australia and New Zealand	10
Europe	572
Latin America and the Caribbean	27
Northern America	26
<b>TOTAL</b>	<b>826</b>

Partnerships at Faculty level

(Partners of one Faculty)

Who we are  
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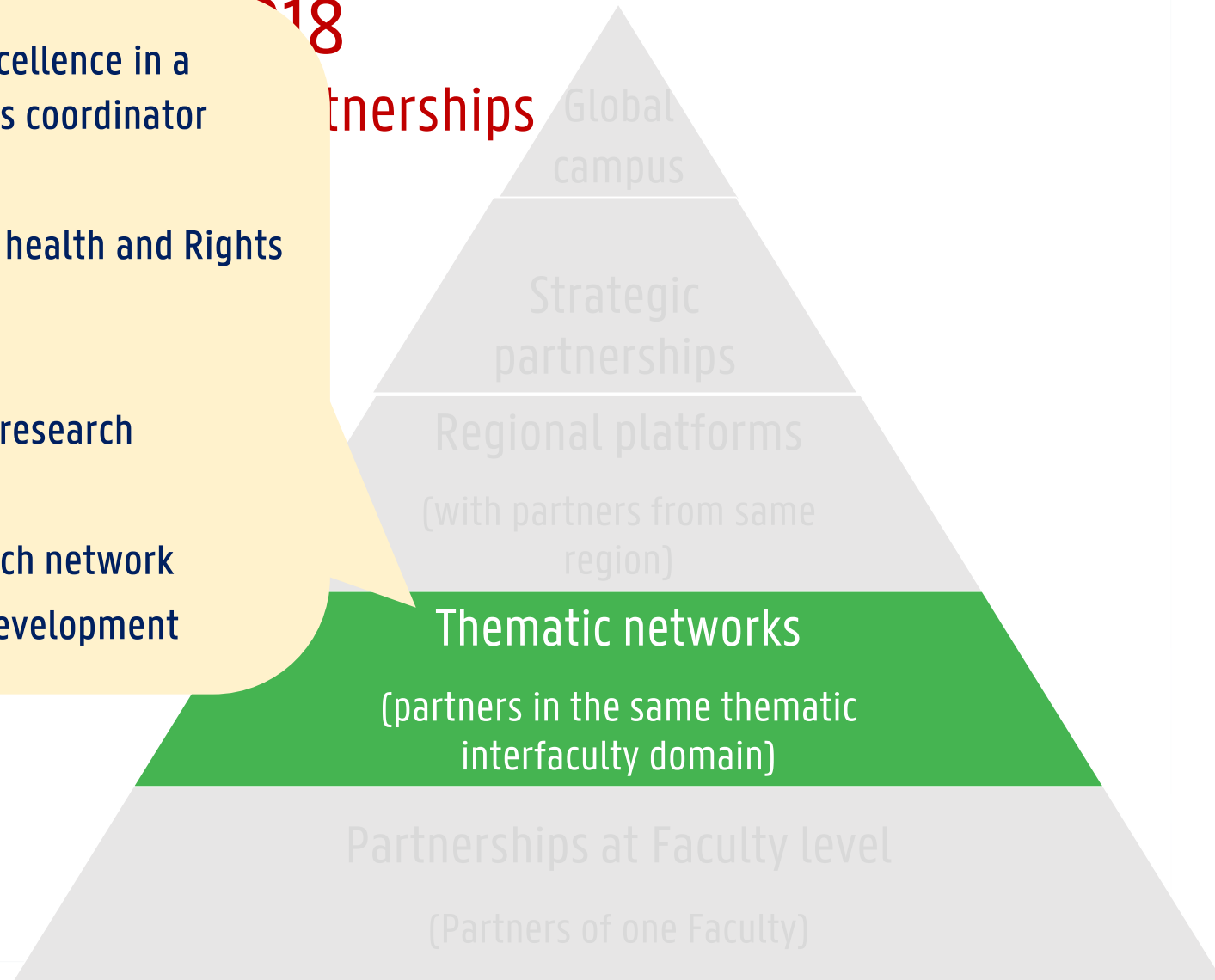
To create international centres of excellence in a certain topic with Ghent University as coordinator

So far 6 ITNs are operational :

- ANSER: SExual and reproductive health and Rights policy
- Sustainable Education
- Cedar-IC: Cell Death and Cancer research
- Greenchem: Green chemistry
- Mytox-South: Mycotoxins research network
- GCD: Governance, conflict and development

2018

Partnerships



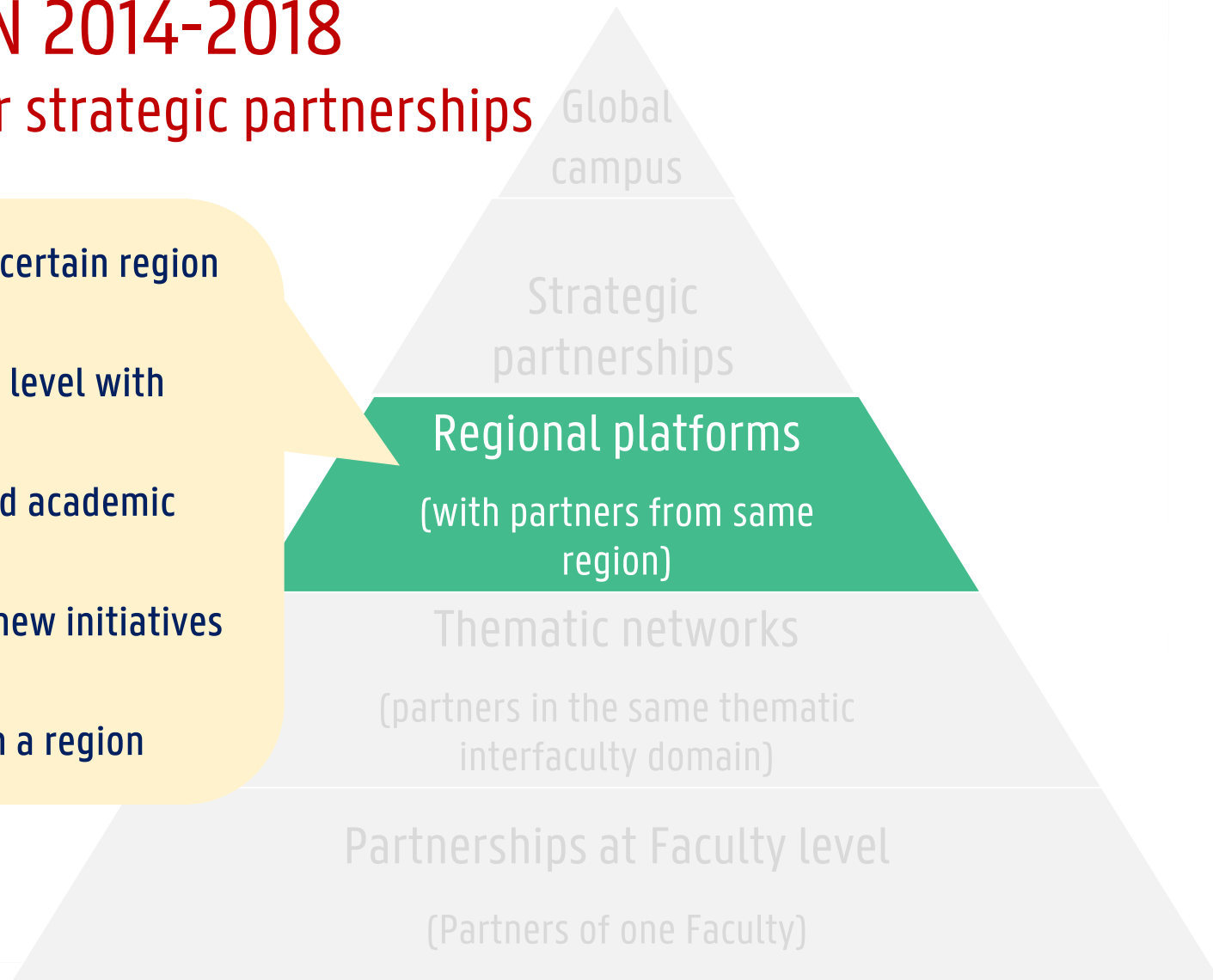


# ACTION PLAN 2014-2018

## 3. Searching for strategic partnerships

Who we are

- To link UGent expertise about or in a certain region (from different faculties)
- To create strong links at institutional level with institutions in a particular region
- To serve as a platform for student and academic exchange with that region
- To have a single point of contact for new initiatives in a region
- To support coordination of projects in a region



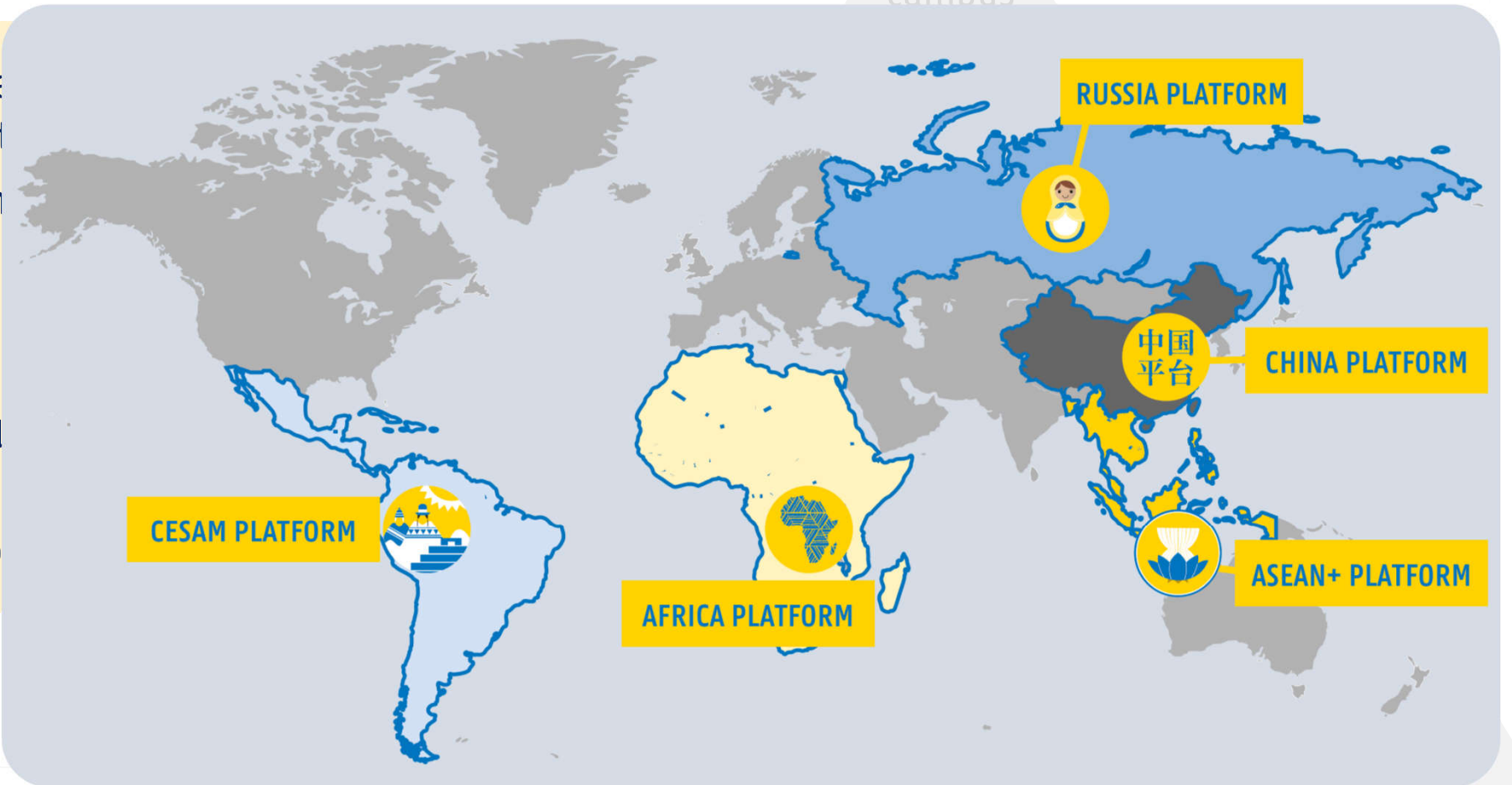
# ACTION PLAN 2014-2018

## 3. Searching for strategic partnerships

Global  
campus

Who we are

- To link UGent e (from different
- To create stron institutions in
- To serve as a p exchange with
- To have a singl in a region
- To support coo



# ACTION PLAN 2014-2018

## 3. Searching for strategic partnerships

Institution wide partnerships beyond individual or faculty level:

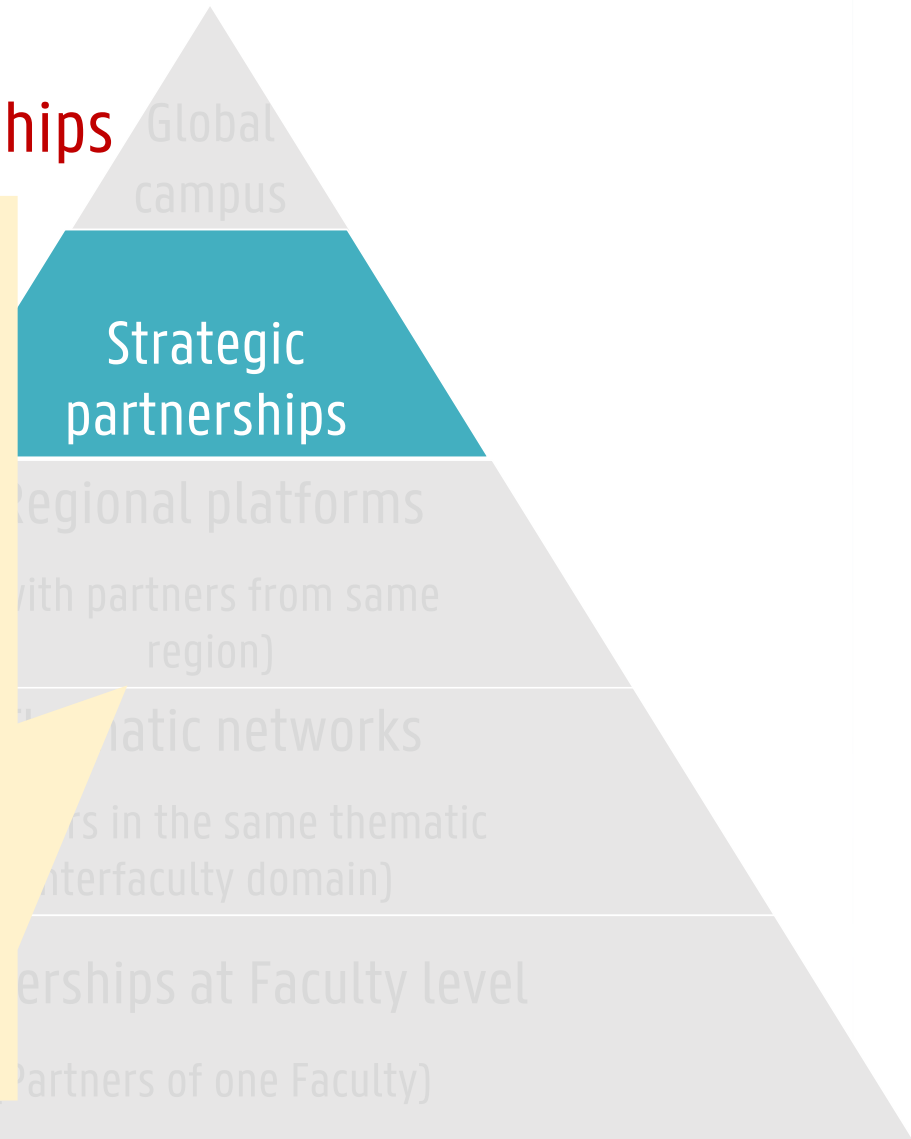
- = Managerial component
- = Based on equal co-funding by the partners
- = Can be multilateral or bilateral

Existing multilateral SIPs:

- R3 : UGent-Lilles-UCL (regional network)
- U4 : UGent-Groningen-Gottingen-Upsala (European network)
- C3 : UGent-Missouri-UWC (tri-continental network)

Bilateral SIP policy for ± 10 preferred partners:

- 6 research partners (top 200 universities): in development
- 4 Development cooperation partners: ESPOL (Ecuador); Jimma University (Ethiopia); Can Tho (Vietnam) and UWC (South Africa)



# ACTION PLAN 2014-2018

## 3. Searching for strategic partnerships

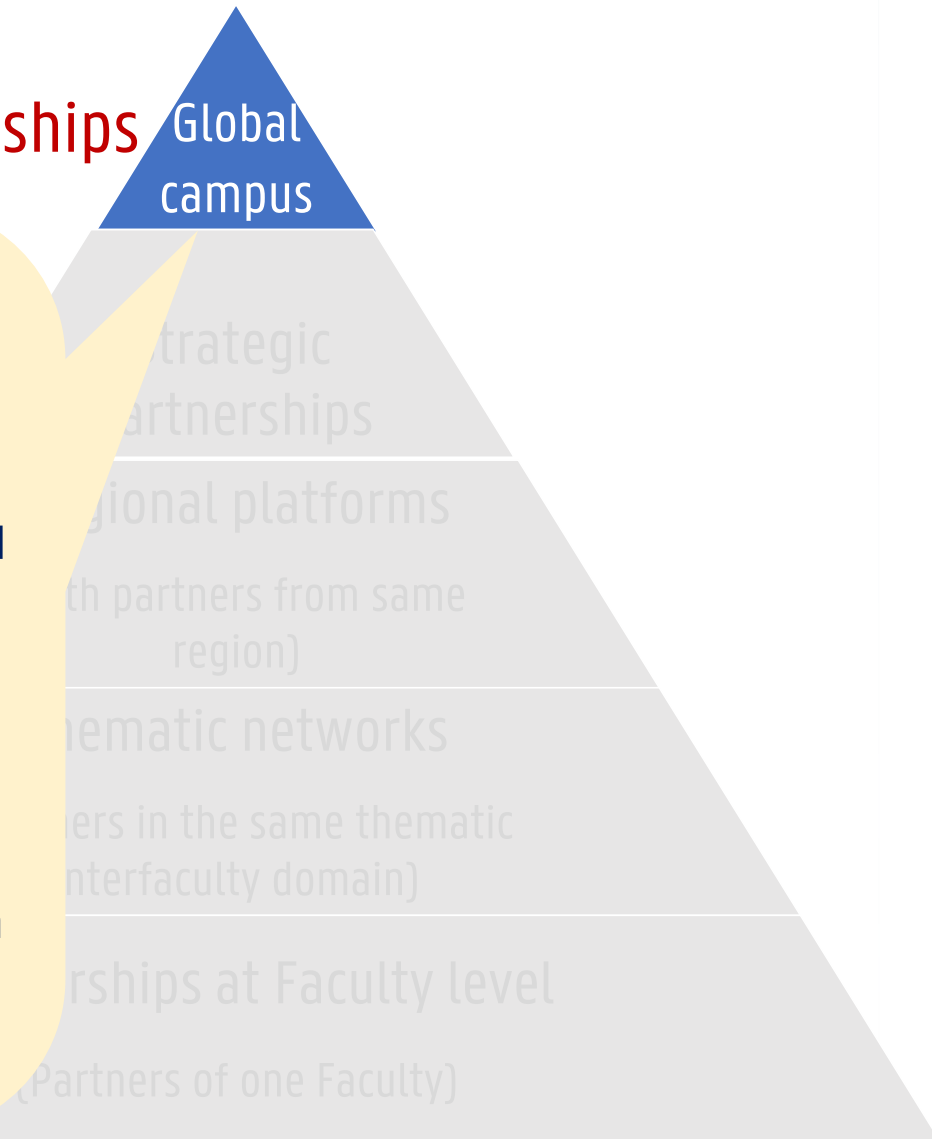
Global  
campus

Incheon Global Campus, created by South Korean government in Incheon (Economic free zone)

- Subsidized during 5 years + 3 years extension possible, then totally self supportive
- At present: 4 universities: SUNY, George Mason, Utah and UGent
- Each university is responsible for its part of the campus
- Global management for facilities

Our objective:

- to create an Asian hub for top education and research in life sciences
- to attract international study programs at top level



# ACTION PLAN 2014-2018

## 3. Searching for strategic partnerships

Who we are

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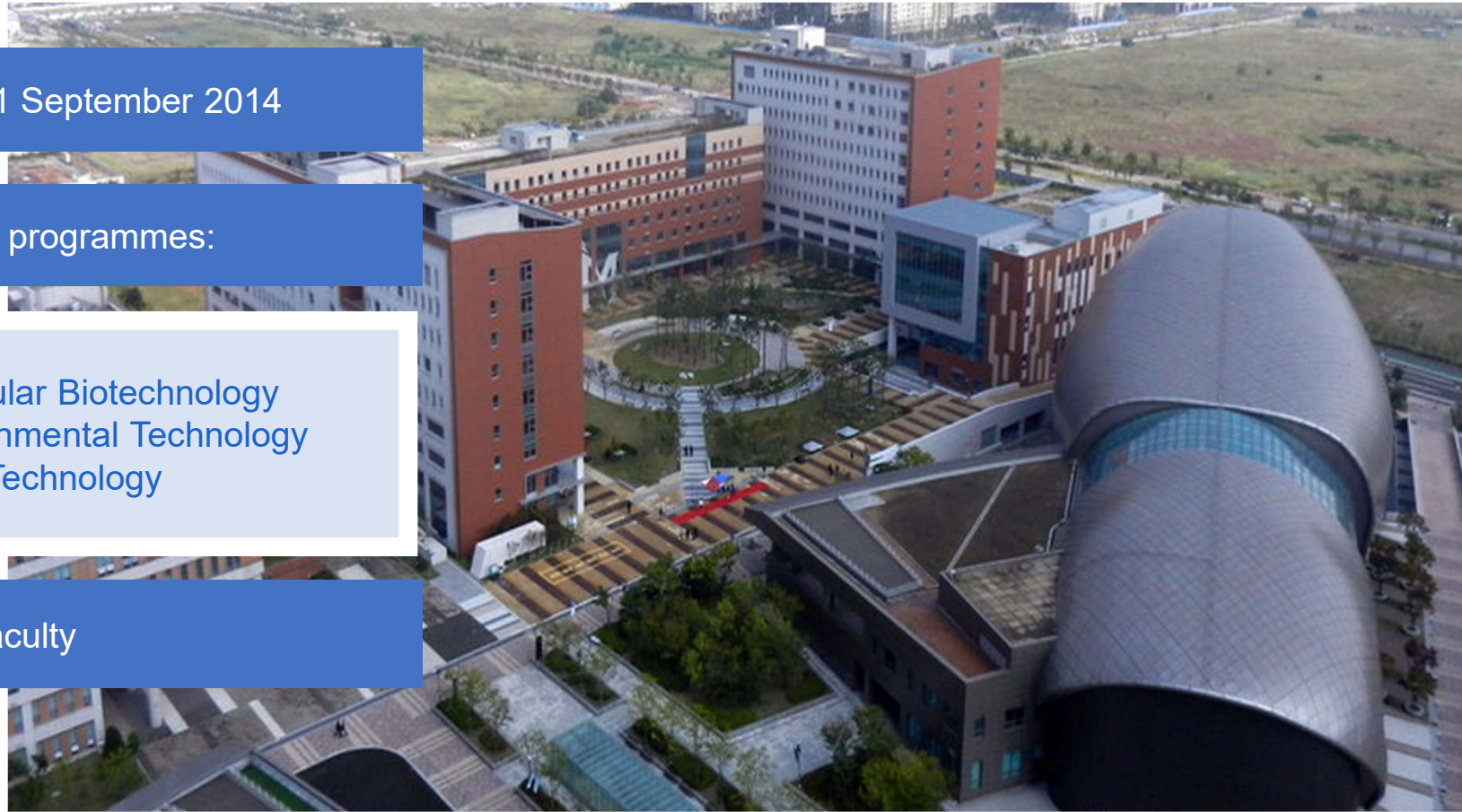
Conclusion

Since 1 September 2014

Bachelor programmes:

Molecular Biotechnology  
Environmental Technology  
Food Technology

Flying Faculty





Who we are

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# ACTION PLAN 2014-2018

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4. **Support for internationalisation in education**
5. **International recruitment of students and staff**
6. **International branding**

# ACTION PLAN 2014-2018

## 4. Internationalisation in education

**Mobility target of 25 % by 2020 (now 22%)**

- Harmonisation of scholarship possibilities and selection
- More scholarships (erasmus+, global minds, own scholarships, ...)
- Registration of 'part-time' mobility (e.g. for thesis mobility: field work abroad, thesis writing in Gent)
- Increased attention to internship mobility
- Development of monitoring and registration tools: e-Quatic, Erasmus without Paper, E-consort, ...

**All (master) programs should reach the learning outcome target of international and intercultural competences by 2020**

- Development of a guide for course programmes
- Training and advice
- Support for different forms of I@home activities



Who we are

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# ACTION PLAN 2014-2018

## 4. Internationalisation in education



**INTERNATIONAL CLASSROOM**

# ACTION PLAN 2014-2018

## 4. Internationalisation in education

Who we are

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INTERNATIONAL COOPERATIVE  
LEARNING



Importance of incoming students to create 'mixed classrooms'.  
They are an 'asset', not a 'treath'.

# ACTION PLAN 2014-2018

## 4. Internationalisation in education

Who we are

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MASSIVE OPEN ONLINE COURSES



SUMMER SCHOOLS, INTENSIVE COURSES



WEBINARS



# ACTION PLAN 2014-2018

## 5. International recruitment of students and staff

### Development of an active student recruitment policy

- Lisbon recognition charter: international student recruitment is the same as national student recruitment.  
For Flanders: students are allowed on basis of degree/diploma obtained, not on basis of individual results
- Development and promotion of preparatory programs
- Harmonisation of central and decentral recruitment activities

### Recruitment of international staff

- International candidates should have equal opportunities as national candidates
- Language policy (2 years for A2 and 5 years for B2 level)
- Welcoming policy and package

# ACTION PLAN 2014-2018

## 6. International branding

- More effort to brand our university internationally (international missions)
- Academic diplomacy
- International alumni network
- Engagement in international fora (S-group, EUF, the GUILD, ....)

# OPERATIONALISATION AND RESOURCES

# OPERATIONALISATION AND RESOURCES

## Human resources:

- Central ( $\pm 35$  FTE) + decentral internationalisation services ( $\pm 20$  FTE)

## Central financial support

- Directly:  $\pm 3.5$  million euro
- Indirectly:  $\pm 3.5$  million euro
  - mainly scholarships for MSc/PhD, research
- External funding:  $\pm 50$  million euro/year
  - erasmus, erasmus mundus, EU grants, international research projects, development cooperation projects
  - Incentive systems for students and staff (see next slides)



## STUDENT INCENTIVES

- Increased scholarship possibilities (Erasmus+, Global Minds, Master minds, travel scholarships, ...)
- Making international experience visible on the degree supplement (with special mention when 15 ECTS international activities have been reached)
- Language learning vouchers for mobility students
- Preparatory courses for students going to development countries
- Information days on international mobility
- internationalization@home activities: invited lectures, international days, virtual classrooms, ...

## STAFF INCENTIVES

- Increased possibilities for funding (international joint Ma/PhDs, joint projects,...)
- Benchfee regulation
- Financial reward for (international) PhD with min. 2 international publications
- Seed money for development cooperation (e.g. Global Minds program)
- Inclusion of international activities in career objectives and evaluations
- Language certificates for teaching (C1)
- Courses on how to work with international/intercultural students/groups
- Central support for international projects (both educational as research projects)
- Promotion incentives for ERC grantees

# INCENTIVES FOR FACULTIES

Incentive policy for faculties: framework allowing to account for faculty policy regarding internationalisation

- allocation key: results in terms of international students and staff recruitment, exchange students, international staff mobility, international PhDs, international funds and international research output

Tuition fee policy for non-EU students (central + faculty policy)

- Higher fees (minus 17 % overhead): go to Faculty/program but should be used for internationalisation policy
- Special tariffs for development countries

Tuition and benchfee for PhD

- Benchfee (both EU/non-EU): centralised policy (min. 4480 euro) with possibility of higher amounts decided by faculties
- Waiver possibilities by professors
- Special tariffs for development countries or scholarship agencies

# CONCLUSION

## CONCLUSIONS

- Internationalisation is more than just welcoming international students or changing language in English but requires an involvement expressed in the university mission
- embedding internationalisation in the total institution needs a commitment of the highest management and a long term strategy
- a strategic plan for internationalisation gives a framework to operationalize this commitment
- this needs also investment of resources: both in staff as in money
- all this requires a long term strategy and effort

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