



Beyond student mobility:
**Staff development
initiatives
for better campus
internationalization**



國立臺灣大學
National Taiwan University

22nd January 2019
AIEA annual conference

université
de BORDEAUX

Introduction



What is “Internationalization” ?

Commitment confirmed through action to infuse international and comparative perspectives throughout the teaching, research and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise ... It is an institutional imperative, not just a desirable possibility ... [It] not only impacts all of campus life but the institution’s external frames of reference, partnerships and relations.

(Hudzik 2011)

Introduction



What is “better campus internationalization”?

Going beyond the usual internationalization measures that concern education and research to **also include University administrations.**

Developing, implementing and evaluating administrative staff development initiatives that not only ensure **high-quality administrative services** but also:

- > **improve individual performance**
- > **help innovate institutional organization**
- > **promote international partnerships.**

National Taiwan University

800

English taught
courses

Partner

Institutions

610  63

Total Students

31,783

International Students

4,686  77



Facts about NTU



NTU land size =

1% of Taiwan

the second largest land owner in
Taiwan

QS Ranking by Subject TOP 40

Engr. &
Tech.

19

Natural
Sciences

31

Arts &
Humanities

36

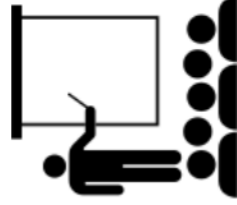
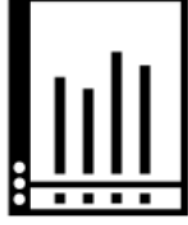
Social
Sciences
& Mgmt.

37

Why develop our staff?



Why develop our staff?



Why develop our staff?

> Importance of sustainable talent systems

- Promote **innovative thinking** for the development of talent and skills
- Prepare university administrators in times of **constant change**
- Enhance **on-job competency** and encourage **healthy competition**
- Incentivize university administrators through **employment and promotion systems**
- Offer opportunities for **career advancement**

Sustainable Talent Systems



Other incentives:

- 1) Foreign language programs
- 2) Opportunities for travel / experience abroad
 - Study abroad fairs
 - International forums
 - International conferences (NAFSA, AIEA, EAIE, etc.)
- 3) Participation in events hosted by OIA
 - UAW, APRU, AEARU, APAIE, etc.

Staff Training & Exchange Programs



2017.10 Ota in NTU



2018.7 Andrew in UBx



2017.12 Angela in UT



2017.03 Emily in NTU

International Administrators Workshop

- > Nationwide workshop for university administrators responsible for international activities and strategies in Taiwan
- > Discuss the challenges, opportunities and practices in Taiwan's higher education internationalization



Looking forward

In OIA

- Provide more opportunities for staff development
- Develop a better feedback and sharing mechanism
- Create a better knowledge management system

In NTU

- Connect more international training opportunities for staff members not in OIA
- Encourage staff members and their supervisor to devote in their development

In Taiwan

- Establish international educators community
- Build up sustainable career paths for international educators

University of Bordeaux (UBx)

1441: foundation of the University of Bordeaux

*2014: 3 universities merge to create **1** multidisciplinary, research-focused, international institution*

Education

- › **56,000** students (12% international), **5600** staff (including 2500 admin. staff), **2,000** students yearly with exchange mobility (incoming/outgoing)
- › Multidisciplinary: Law, Political Science, Economics, Management - Health Sciences - Human Sciences - Science and Technology - Education - Vine and Wine Sciences
- › **60** international programs, **39** double degrees, **28** Master programs taught **100%** in English, leading university in France for the Erasmus Mundus program...

Research

- › **2,000** PhD students within **8** doctoral schools (incl. 3 University Graduate programs) and **70** research laboratories, **9** Clusters of Excellence
- › **22** international joint laboratories, **+150** EU collaborative projects, **43** projects awarded ERC (Bordeaux campus), **260** joint PhD agreements, **19** EU PhD training networks...

U25 Strategic Plan

Multi-dimensional (research, training, innovation / societal impact and institutional effectiveness) with objectives in:

- › **Internationalization: an all-encompassing priority, an opportunity for our university to boost its profile and improve its overall performance**
- › **Three other cross-functional priorities: Talent management; Digital environment; Urban campus**



How to reach these objectives?
Administrative staff mobility



Internationalization



Talent Management



Institutional Effectiveness

Before and after

Staff development initiatives: existing initiatives and opportunities

- > European level: Erasmus+ program...but limitations
- > Local level: support from Campus of Excellence program + governing body of UBx



 **NEW!** Career development program - Administrative staff

- > **Launch:** 2017-18 academic year
- > **Target:** all administrative staff (regardless of function / service)
- > **Objective :** support internationalization projects (individual / collective) as a key lever for professional development. Thanks to skills acquired via international mobility, we hope to:
 - Encourage the evolution of institutional practices
 - Facilitate organizational innovation
- > **Budget:** Erasmus+ grants, International Office, Campus of Excellence program (~40K€/year)

Staff development career program

Individual projects

By sharing experiences and good practices with international partners, improve knowledge which can be used for the current position and / or in the context of career development

Cross-functional team projects

By acquiring “outside the box” new skills and know-how from international exposure, help teams (management, department, business group) with their evolution process, organizational innovation or the development of new user services

Professional networks

By actively participating in leading European professional networks, strengthen the presence / influence of UBx within these networks



Focus on cross-functional team projects

- Present a development plan for the department(s)
- Propose one or several mobility projects (2 to 5 days) for a small group in one or more European universities (exceptionally outside Europe)
- Develop a joint program in collaboration with the host universities
- Projects must look beyond the timeframe of the mobility period and aim to create sustainable networks of best practices at the EU level

Case study



The Economic Analysis and Statistical Studies department is the result of a recent merger between two departments. Their development plan focuses on improving the complementarity between functions and clarifying their service offer to the university community.

Context:

"One of the major challenges of our development plan is to strengthen our complementarity in order to guarantee a coherent and comprehensible service offer to the community [...]. This service offer is based on indicators, tools to support the management of each faculty/department, statistical methods or analysis. It may target a set of students, a study program, a faculty, or even an administrative service, a research lab, etc. Today the service is "separated" by the themes (cost analysis, economic model vs orientation, insertion, pathways). However, the axes of analysis are complementary.

An international outlook supports our department's development plan by:

- > *exploring other organizational models, where the need for tools is identical but the service offer can be different*
- > *analyzing innovative use of tools / dashboards and their role and purpose within the community*
- > *observing the two axes of the project, as described above, in the same host institution. This allows colleagues from two previously distinct departments to work together in a common framework and to share their experience."*

Support and promotion

Extensive support for candidates:

- › A cross-functional administrative team (HR division; International Office; Strategic Planning and Project division – Office for change management support), that...
 - ...provides assistance and support (long-term) with the implementation of projects, from A to Z.

Preparation for mobility

- Language courses
- Preparation for intercultural communication (in-house, 2 modules, 6 hours)

Project design

- Support with the definition of objectives and project planning
- Support with identifying host universities

Financial support

- Mobility grants
- Registration fees (conferences, seminars, etc.)
- Hosting costs for international colleagues
- Organizational costs for small events



Promotion of international experiences:

- › Development of tools that highlight international mobility in a career path: e.g.: “Internationalization certificate”, integration in yearly professional interview, new criteria for promotion opportunities

Looking ahead

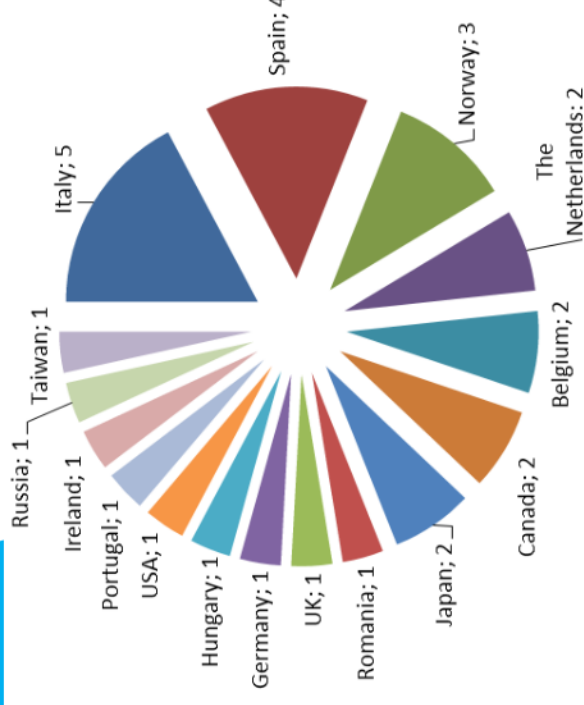


Year 2017-2018, three calls for projects: 41 applications
(6 for cross-functional team projects)

- > Quantity 🇪🇺 but quality 🇨🇪
- > Diversity 🇪🇺 but getting better!



- > How to evaluate the impact of these projects (individual and institutional level)?
- > How to promote these initiatives, make them attractive / valuable for our colleagues?
 - Long-term evaluation: impact, support...
 - Choice of indicators: variable according to the projects: internationalization@home, improvement of service offer / better support for the academic community, gain in productivity / improvement in internal procedures, attractiveness, career development...



Tsukuba: Key Facts & Figures

Reputation

- ✓ THE Japan Ranking: **9/760**
- ✓ QS Top Universities Under 50: **13**

3 Nobel Laureates

115 Olympic and Paralympic medalists

Member of **RU11**

Degree Programs in English:

5 Bachelors, **23** Masters, **21** Doctorate

Classes taught in English: **2800+**

340+ Partner Institutions

1,905
International
students from
104 countries



Shin-ichiro
Tomonaga



Leo Esaki



Hideo
Shikawa



9 Undergraduate Schools

- Humanities and Culture
- Social and International Studies
- Human Sciences
- Life and Environmental Sciences
- Sciences and Engineering
- Informatics
- Medicine and Medical Sciences
- Health and Physical Education
- Art and Design

8 Graduate Schools

- Education
- Humanities and Social Sciences
- Business Sciences
- Pure and Applied Sciences
- Systems and Information Engineering
- Life and Environmental Sciences
- Comprehensive Human Sciences
- Library, Information and Media Studies

1 Integrative School

- School of Integrative and Global Majors (SIGMA)

13 Overseas Offices in 12 Countries

CiC Partner University (6 Countries / 7 Universities)



CiC+5 by 2023

Global Village

*Shared-House Type Facilities for
the Internationalization of Everyday Life*



Staff Development Tour Programs

Internship Program with Partner University



From UTM-Johor Bahru Stayed
at Tsukuba for Two Weeks

From the University of Bordeaux
Stayed at Tsukuba for One Week
under the Erasmus + Program



On-Campus Staff Development Programs

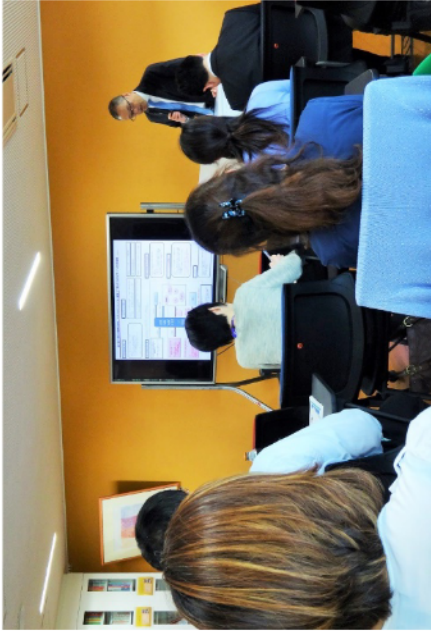
Staff Development Lecture Series

*12 lecture series on UT international strategies, risk management, cross-cultural mental health, Japanese language education in UT, etc.



Risk Management

Risk Management for Univ. Administrators Going Abroad



(1) On-Campus Seminars of Overseas Safety & Risk Management

(2) Overseas Travel Plan Notification

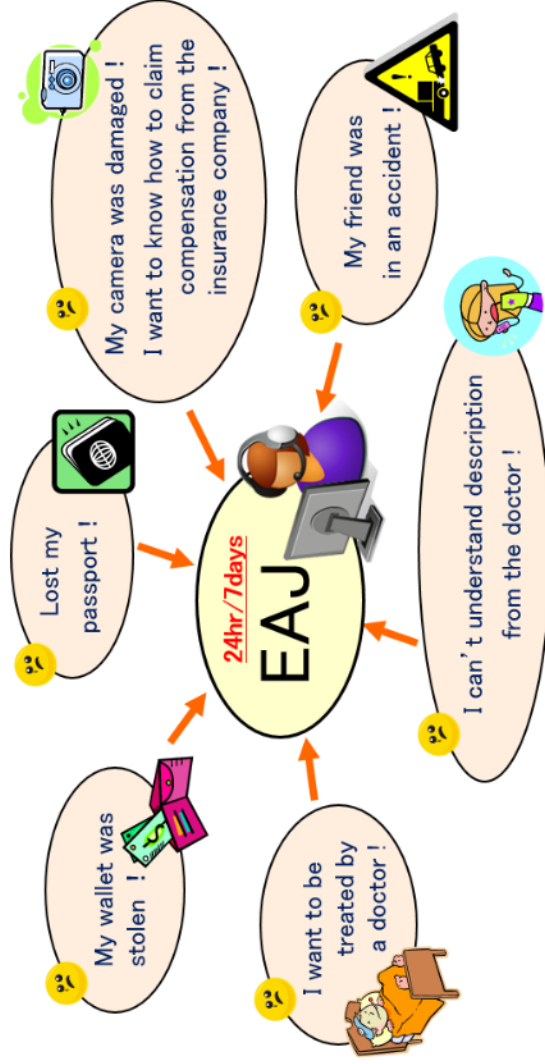
(3) Contracting Japan Emergency Assistance Co. Ltd.

*Safety confirmation request is sent to overseas staff and students.

*Internet-based medical consultation with Japanese doctors is provided on request.

*Crisis management alerts are given from the Japanese Ministry of Foreign Affairs.

OSSMA Toll Free Line (24hr/7days)



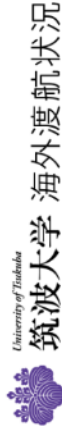
Risk Management

Risk Management for University Administrators Abroad

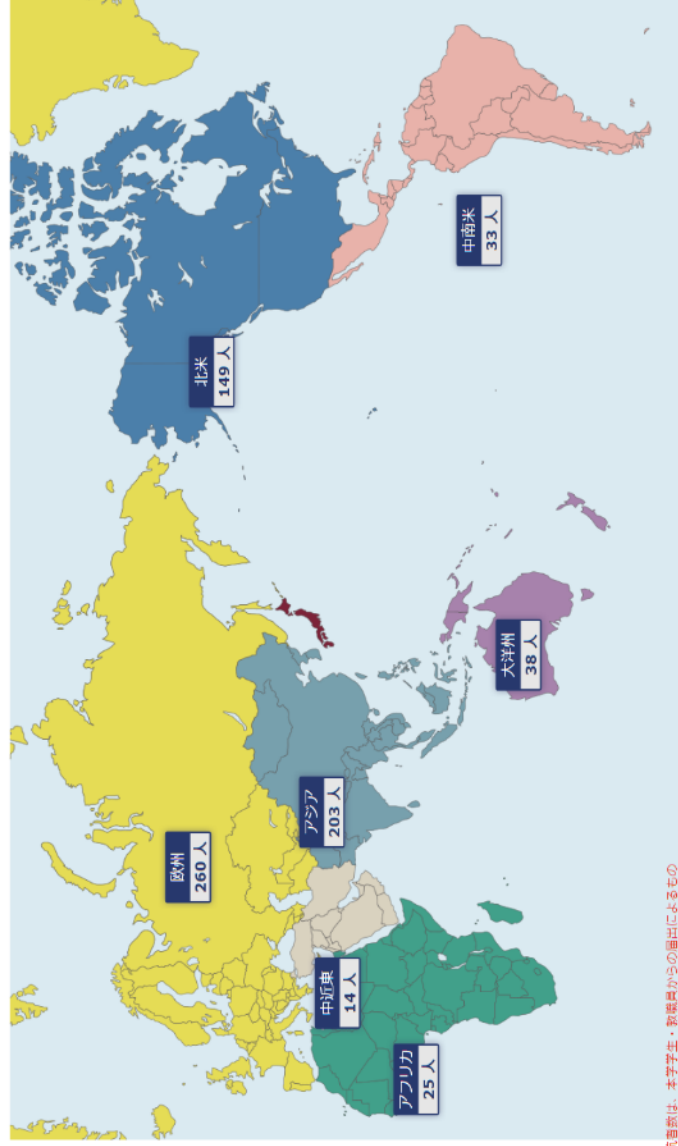
(4) All-Campus Risk Management System Led by the President

* Information on crisis and injury in overseas countries is quickly reported to the President and All-Campus Risk Management Committee.

(5) Mapping System of Overseas Travelers



2016年09月12日 現在 合計 726人



渡航圏別は、本学学生・教職員からの届出によるもの

Benefits for Administrators & the University

Advantages for **Administrators** include opportunities:

- to understand what students go through when they study abroad—that is, to obtain knowledge, skills, intellectual tools and effectively meet diverse needs of both local and international students;
- to experience internships at top-notch institutions abroad;
- to learn differences in terms of work ethics in a variety of cultural settings;
- to compare best practices by working together, obtaining training, attending workshops, etc. at foreign institutions.

The Path for Enhanced



International Reputation

THE WORLD UNIVERSITY RANKINGS

Most international universities in the world 2017:
top 150

Explore the top 150 most international universities in the world using data from the Times Higher Education World University Rankings
February 1 2017

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THE's Most International Universities Ranking 2017

University of Tsukuba

- Worldwide: 141
- Japan: 2nd. Next only to U. of Tokyo

Conclusions

“Behind the scenes”

- > **Administrative staff:** target that must no longer be neglected vis à vis internationalization
- > **Staff development initiatives:** priority for campus internationalization
- > **Challenges:** how to measure impact, what is success?

At a European and worldwide level

- > **Europe:** initiatives such as the EU projects **REALISE** (“Realising the potential of the international mobility of staff in higher education”, <https://realise-erasmusplus.fr/>), **SUCTI** (Systemic University Change Towards Internationalisation, <https://suctiproject.com/>)
 - > **Asia:** focus on building the international educators community
 - > **America:** ?
-



Thank you for your attention!

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