



Norwegian University of Life Sciences (UMB) Strategic Action Plan for Internationalization 2011 – 2014

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The Strategic Action Plan for Internationalization is a supplement to UMB's 'Strategy 2010-2013' which states the following goals and vision:

GOALS 2010-2013

The Norwegian University of Life Sciences is already a hub of expertise within life sciences, environmental sciences and in the arena of sustainable development. It will continue to develop and expand areas of competence established over the course of its 150-year history. The university will be socially committed, innovative and collaborate with competitive academic communities towards sustainable development in the following fields:

- Basic and applied life sciences
- Bioproduction, including aquaculture
- Use and conservation of natural resources
- Environment, climate change and renewable energy
- Development studies and globalization
- Landscape architecture and spatial planning
- Food production and food safety
- Technology
- Economics and social sciences
- Teacher training in natural sciences and natural resource management
- Animal and human health

VISION STATEMENT

“To attain and sustain high academic standards to be internationally competitive and recognized as an institution for advanced learning and research.”

INTERNATIONALIZATION AT THE NORWEGIAN UNIVERSITY OF LIFE SCIENCES

Long traditions

The Norwegian University of Life Sciences (UMB) has several decades experience with international institutional cooperation. Many institutional agreements with universities outside Norway have been active for several decades. International research cooperation is carried out at the project level by scientific staff at the departments, and in the context of academic agreements between the university and universities outside Norway. Today (2011) UMB has formal collaboration agreements with over 140 universities worldwide. The long history of international cooperation has given a social and intellectual capital which the university will continue to develop.

The Strategic Action Plan for Internationalization 2010-2014 replaces UMB's first international strategy (2006-2010).

COLLABORATION AGREEMENTS (2011) signed at the central UMB level

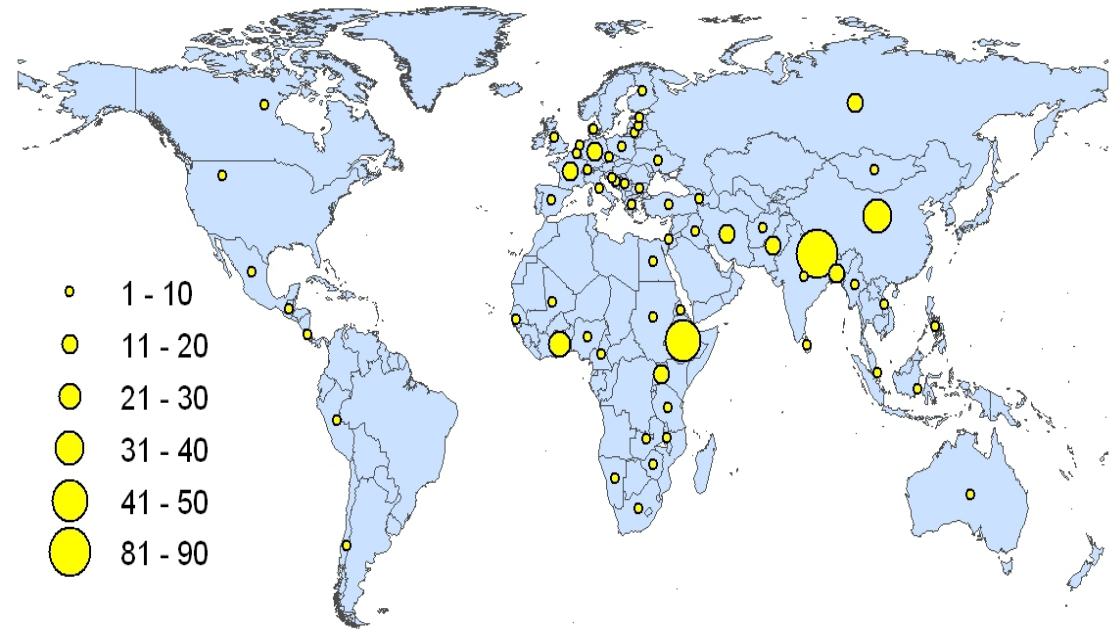
- In Europe: more than 80 universities in 33 countries. Most are in France, Germany and Spain (student exchange and research)
- In Asia and Middle East: 27 universities in 15 countries. The oldest institutional agreement is with Tribhuvan University, Nepal (1999).
- In Africa: 15 universities in 9 countries. The oldest institutional agreement is with Sokoine University of Agriculture, Tanzania (1974)
- In North America: 14 universities in USA and Canada.
- In South America: 6 universities in 4 countries.
- In Oceania: 2 universities in 2 countries.

International campus

UMB is the most internationalized Norwegian university in terms of the number of international students admitted as a percentage of the total. In 2010 as many as 16% of all students were international, originating from more than 90 different countries. Of these, one-third comes from Europe, one-third from Africa and one-fourth from Asia. Half of all PhD students come from outside Norway. The multicultural campus creates a dynamic and stimulating environment and is an important asset for the recruitment of students. Language courses in Norwegian, Spanish and Swahili are offered.

The high number of international students is related to the university's long tradition of teaching in English. At present the university offers half of all topics in English and conducts one bachelor's and 14 master's programmes fully in English.

Studying abroad is encouraged in most programmes and student exchange is increasing. As of 2010 about 15% of UMB students spend time studying abroad either on Study Abroad programmes or as exchange students.



Nationalities at UMB (autumn 2000), reflecting the geographic areas where UMB historically has had academic cooperation and have been the focus countries of the Norwegian Ministry of Education and Research.

UNIQUE SOCIAL ENVIRONMENT

- Clearly structured student environment, easy to meet other students
- Modern in- and outdoor sports facilities, ski track, rowing
- International Student Union, 60-70 clubs and societies, many organized activities including:
SAIH - Norwegian Students' and Academics' International Assistance Fund; ESN Aas - Erasmus Student Network Aas; NEPSA - Nepalese Society in Aas and other country/region specific organizations; IAESTE - International Association for the Exchange of Students for Technical Experience; UKE-help (student festival UKA raises money for a project in the South); other spontaneous initiatives by students following humanitarian catastrophes, e.g. fundraising for Haiti earthquake victims (May 2010) and Students for Pakistan in (September 2010) to support flood relief.

Objectives for internationalization

According to SIU (the Norwegian Centre for International Cooperation in Higher Education) “Internationalization at the national/sector/institutional levels is defined as the process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education” (Knight 2004).

The goals of the Research Council of Norway in its new International Strategy (2010-2020) are to encourage and support international cooperation among researchers; cooperate with and support the internal international strategies drawn up by institutions and companies; and help achieve the internationalisation objectives of the Norwegian government and various ministries.

Internationalization is a tool for realizing UMB’s vision and goals as described in its ‘Strategy 2010-2013’. The vision statement “To attain and sustain high academic standards to be internationally competitive and recognized as an institution for advanced learning and research” implies that UMB seeks to enhance the quality of research and education and strengthen its competitive edge. UMB shall provide research in the forefront that attracts the best academics worldwide to cooperate with. Within education the University shall maintain and develop further its reputation as an attractive study place for excellent students from all over the world.

Although international cooperation has been part of a long-term strategy at UMB, the level of ambition needs to be raised and new approaches put into action to meet the rapid changes worldwide. Globalization is influencing research and academic education; international mobility is increasing, most research takes place at the international arena and cooperation across national borders has become a major instrument to meet global challenges. Furthermore the European Research Area (ERA) is developing and is expected to have a major impact on national/international research priorities in the years to come. New forms of cooperation also lead to increased competition for research financing.

The changes provide new opportunities but also require adjustments. UMB must increase its international focus and commitment. International perspectives must be incorporated in all educational, research and administrative processes so that the University can create a best possible environment for internationalization. This Action Plan is intended to be a tool for the University to reach its goals for the period 2011-2014.

- “The Norwegian University of Life Sciences will cultivate research collaboration within the university, with Campus Ås and alliance partners, and with national and international research communities” (UMB Strategy 2010-2013)
- “The Norwegian University of Life Sciences will conduct high-quality research that benefits society and will be one of Norway’s leading postgraduate educational institutions” (UMB Strategy 2010-2013)

Internationalization of Education

Overall aim: UMB will further develop the recruitment/exchange of students and teaching staff, the quality of its English programmes and course portfolio as well as the quality of the overall learning environment, to secure UMB's position as an attractive exchange destination for highly qualified teaching staff and students.

1	Recruitment and exchange of students and teaching staff		
	Goals	Actions	Responsible
1.1	Increase the number of international students applying to UMB by 20%, in particular highly qualified students, to enrich internationalization at UMB	<ol style="list-style-type: none"> 1. Increase the availability and further develop the English and Norwegian internet pages covering <ol style="list-style-type: none"> a. research b. education c. national and international affiliations and partnerships 2. Use exchange students and academic staff on sabbatical actively in promoting exchange opportunities with collaborating universities abroad. 3. Attend relevant study fairs abroad 4. Evaluate applicants to identify the most qualified in terms of academic credentials and language proficiency. This might include: <ol style="list-style-type: none"> a. Scrutiny of scholastic records and English language proficiency b. Assessment whether admission tests should be introduced c. Review and tightening of admission procedures. d. Conducting admission interviews when needed 	Director of Academic Affairs <ol style="list-style-type: none"> i. Admission Office ii. SiT Director of Research Prorector Academic Affairs Communication Department

		(e.g. by phone/Skype)	
1.2	Increase the number of UMB students going on exchange as part of their study programme by 130 in the strategy period	<ol style="list-style-type: none"> 1. Assure that all study programmes have an integrated international profile and relevant exchange and/or exchange agreements for students. Enter into new agreements with relevant universities. 2. Increase the knowledge among students on exchange opportunities. Organize international arenas on campus to promote exchange opportunities e.g. through meetings with earlier exchange students 3. Improve the information flow and advisory services, secure smooth routines for student exchange and provide information about scholarship and exchange programmes. 4. Continue to provide preparatory courses to students going to different continents, including cultural sensitization. 5. The Student Board shall review the factors influencing a student's choice of exchange possibilities and together with UMB find ways to motivate students to apply for exchange opportunities. 	<p>Director of Academic Affairs</p> <p>1. SiT</p> <p>Heads of Departments</p> <p>Student Board</p>
1.3	Strengthen the NOVA cooperation by offering at least 5 PhD courses and 2 intensive master courses at UMB within the NOVA network	<ol style="list-style-type: none"> 1. The NOVA coordinator should assist with information regarding proposal and funds for PhD and master courses within the NOVA network. 2. Develop smooth systems for admission and registration for NOVA courses within the existing system 3. Establish routines for including NOVA subjects in 	<p>Director of Academic Affairs</p> <p>iii. SiT</p> <p>Education Committee (SN)</p>

		<p>study plans</p> <p>4. Disseminate information about NOVA on the internet and among students</p>	
1.4	Increase teaching staff exchange (both in and outgoing) by 10%	<p>1. Each department is encouraged to promote and facilitate staff exchange with international partners</p> <p>2. Provide information on external support for exchange of teaching staff</p>	<p>Heads of Departments</p> <p>Director of Research</p> <p>Director of Academic Affairs</p> <p>iv. SiT</p>

2.	Availability and quality of study programmes and course portfolio in English		
	Goals	Actions	Responsible
2.1	Secure high quality study programmes	<p>1. Annual internal evaluation and ascertainment of current standards and relevance</p> <p>2. International review and evaluation every 7-9 years</p> <p>3. Seek international accreditation for programmes when relevant</p> <p>4. Request departments to explore joint- and double degrees with partner universities</p>	<p>Director of Academic Affairs</p> <p>Heads of departments</p>
2.2	Secure good quality courses	<p>1. Secure the quality of teaching in English, particularly courses offered in “English on demand”</p> <p>2. Establish a quality assurance system to ensure adequate English language proficiency of teaching staff</p> <p>3. Offer assistance to teaching staff in developing courses</p>	<p>Director of Academic Affairs</p> <p>Heads of Departments</p> <p>Director of Personnel and Organisation</p>

		in English	
2.3	Increase availability of study programmes and courses in English	<ol style="list-style-type: none"> 1. Offer 3 new master's programmes in English by 2013 in replacement of existing programmes. 2. Increase the course portfolio in English 	Director of Academic Affairs Education Committee (SN)
2.4	Standards for developing joint- and double degrees with partner universities	<ol style="list-style-type: none"> 1. Develop a handbook for developing joint- and double degrees 	Director of Academic Affairs

3.	Learning environment and infrastructure		
	Goals	Actions	Responsible
3.1	Provide high quality, well-coordinated learning environments and international perspectives in cooperation with student organisations	<ol style="list-style-type: none"> 1. Continue to offer an introduction week to international students to raise awareness about Norwegian culture, university rules and regulations, lab. safety, etc. 2. Encourage the integration of international students on campus and in local society e.g. through social activities and meeting points which attract both Norwegians and internationals. 3. Cooperate with SiÅs and other housing providers to secure accommodation for international students, including international students returning from field work. 4. Increase cultural awareness amongst all students and staff. 5. Raise the international competence and skills of all administrative and scientific staff 6. Secure that all core information is available on the web in both Norwegian and English. 	University Director Heads of departments Director of Academic Affairs Director of Communication

		7. Provide the capacity to offer sufficient Norwegian courses for international students	
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Internationalization of Research

Overall aim: Further improve the quality of research and establish UMB as an attractive research partner for highly recognized international institutions

4.	Research cooperation		
	Goals	Actions	Responsible
4.1	Cultivate and promote research cooperation with national and international research communities, including networks of excellence and strategic alliances	<ol style="list-style-type: none"> 1. Pursue more collaboration with EU countries and give increased priority to relevant institutions in China, USA, India and Brazil. 2. Continue to develop high quality research proposals to increase UMB's success rate with nationally and internationally funded research projects 3. Increase participation and visibility of UMBs academic staff in international conferences, professional associations and international research teams 4. Provide housing for visiting researchers 5. Organise one UMB-level international conference each year inviting leading researchers in the field 6. Improve UMB's web pages, incl. user-friendliness; translate all relevant information to English incl. the researcher profiles. 	<ol style="list-style-type: none"> 1. Director of Research Prorector – Research Heads of departments 2. Director of Research Heads of departments 3. Director of Research Heads of departments 4. Director of Academic Affairs/Research 5. Director of Research/Prorector for Research. Support from SEVU, Communication Dept., DSA and SiÅs. 6. Director of Communication Director of Research Heads of departments
4.2	Emphasize and increase by 50% the participation in the EU framework programmes and related	<ol style="list-style-type: none"> 1. Maintain the administrative and financial support for establishing applications 	<ol style="list-style-type: none"> 1. Director of Research 2. Director of Research

	activities in the European Research Area (ERA) as defined in the UMB annual plan	<ol style="list-style-type: none"> 2. Further develop the administrative support to departments involved in the management of EU projects 3. Establish financial incentives for research groups applying to the EU framework programmes and ERA 4. Strengthen the University's networks and position in the European Research Area 	<ol style="list-style-type: none"> 3. Director of Research Heads of departments 4. Director of Research Prorector for Research
4.3	Increase international publication of research results	Consider incentives for publishing in international publications, in highly recognised international scientific journals and in books/chapters published by internationally reputed publishers, including considering a model which gives more return to authors publishing in international peer reviewed journals than the current model.	Director of Research, Heads of departments, University Director
4.4	Use incentives to promote quality of research	Consider the use of "start packages" in order to attract senior researchers of a high international standard	Heads of departments

5	Recruitment and mobility of scientific staff		
	Goals	Actions	Responsible
5.1	Recruit academic staff of high international standard	<ol style="list-style-type: none"> 1. Proactive efforts to attract international academic staff, including international announcements of all scientific positions, e.g through EURAXESS 2. Give emphasis to international experience and competence when hiring new employees 3. Assess current and future teaching and supervisory demands and develop a plan which includes staff 	<ol style="list-style-type: none"> 1. Director of Research Director of Academic Affairs Heads of departments 2. Heads of departments 3. Director of Research Director of Academic Affairs Heads of departments

		<p>recruitment and development to meet the needs eg. through EURAXESS</p> <p>4. Become member of Scholars at Risk (SAR) and invite one relevant individual every other year pending sufficient financial support.</p>	4. Prorector Research/Director of Research
5.2	Increase scientific staff exchange and international mobility by 20%	<p>1. Stimulate scientific staff exchange and mobility by utilising e.g. visiting research professorships, fellowships and (mini) sabbaticals as a tool</p> <p>2. Give priority to young researchers and staff</p> <p>3. Provide all core information in English</p> <p><i>For practical implementation, see 9.2.</i></p>	<p>1. Director of Research Director of Academic Affairs Heads of departments</p> <p>2. Heads of departments</p> <p>3. Director of Personnel Director of Research Director of Academic Affairs Heads of departments</p>

6	PhD Education		
	Goals	Actions	Responsible
6.1	Improve the quality and maintain international standards of postgraduate (PhD) training	<p>1. Perform regular internal and external evaluations of UMB's PhD programmes</p> <p>2. Continue to offer scientific writing workshops for PhD students and staff</p> <p>3. Obtain funding and other support for PhD students to follow relevant advanced courses at other universities</p> <p>4. Promote outgoing mobility of PhD students. Include a period abroad in PhD programmes to the greatest</p>	<p>1. Heads of departments Director of Academic Affairs Director of Research</p> <p>2. Director of Academic Affairs Director of Research</p> <p>3. Heads of departments FON</p> <p>4. Heads of departments</p>

		<p>extent possible.</p> <ol style="list-style-type: none"> 5. Present papers at international conferences 6. Continue to promote international PhD schools collaboration 7. Increase the number of PhD courses at UMB 8. Encourage inviting a co-supervisor for PhD students from international institutions. 	<ol style="list-style-type: none"> 5. Heads of departments 6. Heads of departments FON 7. Prorector for Research/Director of Research 8. Pro-rector for Research/Heads of departments
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International Agreements

7	Goals	Actions	Responsible
7.1	Further develop and establish strategic alliances and collaboration with renowned and relevant international universities and research institutions	<ol style="list-style-type: none"> 1. Give priority to agreements of strategic importance and (preferably) with a high level of activity. New agreements should take into account the budgetary and administrative consequences. 2. A financial review of current agreements should be undertaken assessing profitability, GUFS and UMB's co-payment into research projects. 3. Increase the number and diversity of exchange agreements so that all students have the opportunity to study abroad 4. Review and update the list of international collaboration agreements twice per year. Collaboration agreements should be accessible for all departments. 5. Agreements entered into at the department level should follow the UMB MoU text (available on the intranet) in order to assure standardization and quality assurance. Annex(es) to the MoU describing further details under the collaboration may be considered by the Head of Department. New student exchange agreements should be negotiated in conjunction with the Department of Academic Affairs. 	<ol style="list-style-type: none"> 1. Heads of departments Director of Research Director of Academic Affairs 2. Director of Research, Heads of departments 3. Heads of departments Director of Academic Affairs 4. Director of Research Director of Academic Affairs 5. Heads of departments Director of Research Director of Academic Affairs
7.2.	UMB will maintain its commitment to strengthening academic partner institutions in developing countries and countries in transition,	<ol style="list-style-type: none"> 1. Review ongoing collaboration agreements with partner institutions regularly. 	<ol style="list-style-type: none"> 1. Head of Research; Heads of departments 2. Rector/Heads of departments

	and identify relevant new partners to pursue cooperation activities that offer mutual benefit.	<p>2. Enter into new agreements with relevant universities (<i>see also 8.1.1 above</i>)</p> <p>3. The Department of International Environment and Development Studies/Noragric will continue to manage UMB-level institutional cooperation with academic institutions in the South.</p>	3. Rector/Head of Noragric
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Implementation and Administrative Set-up

8	Goals	Actions	Responsible
8.1	The implementation of internationalization at UMB will be subject to continuous evaluation and quality control	<p>1. Establish an internationalization coordinating group to ensure the implementation, quality, adequate support functions and the follow-up of the Action Plan. The group will consist of a representative from the Dept of Academic Affairs, Dept. of Research, POA, SiÅS, one representative from Noragric, one from the Communication Dept, one Prorector and one student, and meet at least twice a year. The representatives/pro-rectors may alternate. The secretary of the group will be from the Dept of Academic Affairs. The mandate of the group is to assess the implementation of the Strategic Action Plan for Internationalization 2010-2013, prioritize activities and address/make recommendations on actions that are not being implemented. The group will make sure that the functions of the previous International Office are</p>	<p>1. Rector/University Director, Director of Research, Director of Academic Affairs, etc.</p> <p>2. Director of Research, Director of Academic</p>

		<p>followed up. The group shall report to Rector.</p> <p>2. The four administrative departments (Research, Academic Affairs, POA and Finance Dept) will aim to provide the necessary infrastructure to facilitate internationalization.</p>	Affairs, Director of POA, Director of Finance
8.2	Further develop a conducive infrastructure for international staff, visiting fellow and international students, including exchange students	<p>1. Establish a better support system; establish administrative routines and ensure administrative capacity to support incoming staff and students concerning all necessary practical and legal challenges. Departments receiving new and visiting international staff should get adequate support from the central administration. The <i>Charter and Code of Conduct for the recruitment of researchers</i> should be signed as part of this process.</p> <p>2. The Department of Personnel and Organisation (POA) should establish a 50% position to secure enough and adequate accommodation and help with all necessary practical and legal challenges.</p> <p>3. Re-prioritize human resources to preferably establish 50% positions in the Department of Academic Affairs, Department of Research and Communication Department to follow up on relevant Goals/Actions in this Strategic Action Plan.</p> <p>4. Assess to what degree departments should be allocated funds to prioritize internationalization.</p>	<p>University Director, Director of Academic Affairs, Heads of departments</p> <p>POA</p> <p>Director of Academic Affairs, Director of Research, Director of Communication</p> <p>Director of Finance</p>