



**Nelson Mandela
Metropolitan
University**

for tomorrow

Port Elizabeth & George - South Africa

Colloquium 2014

Higher Education Partnerships for the Future



Held During

**FAMILY
WEEK**

2 0 1 4

PROGRAMME



Introduction

Ten years ago when we held the first colloquium at the NMMU change was in the air. The then Vice-Chancellor, Dr Rolf Stumpf concluded his introduction to the colloquium with the following:

“I wish to say, in conclusion, that a merger is a difficult process as I pointed out earlier today and it is clear to me that we will not be able to proceed with our internationalisation activities at the same rate that we have been able to do in the pre-merger days, as we consolidate structures, strategies, establish new cultures, new approaches, but if you think there is a slight lull in our activities, it is purely and only due to the merger. Watch us. We will be back on track in a year or two from now.”

We also prophetically indicated in the Colloquium publication of the 2004 that:

“This colloquium on internationalisation is intended to be the first of a lasting engagement between higher education practitioners and other interested parties on the topic of internationalisation.”

It is envisaged that it will provide a quality forum for all the role players in higher education to debate matters related to the internationalisation of higher education. We also set the goal in 2004 that the colloquia should serve as catalysts for further debate on all campuses and that it also provides an opportunity for scholars to engage through this vehicle in scholarly work that should enhance the internationalisation of universities.

Not only have we published the papers and deliberations of the colloquia but also this event has served as the catalyst that is instrumental in giving shape to the re-thinking of higher education internationalisation. The 2012 colloquium concluded with an agreement that the debate about a future agenda for higher education internationalisation should become a truly global debate. And as such the NMMU was instrumental in assisting IEASA to host the January 2014 Global Dialogue. This led to the Nelson Mandela Bay Declaration endorsed by all that participated.

continued...

/Introduction

The main thrust of the declaration was that the participants committed themselves to the following to over time:

1. Enhance the quality and diversity in programmes involving the mobility of students and academic and administrative staff;
2. Increase the focus on the internationalisation of the curriculum and of related learning outcomes;
3. Gaining commitment on a global basis to equal and ethical higher education partnerships.

Action six of the declaration focused also on higher education partnerships by stating:

Action 6: A set of International Partnership guidelines shall be developed and proposed for adoption by the NIEA to ensure equal and ethical practices.

The 2014 Colloquium is also focussing on higher education partnerships. It has been and will be one of the most dynamic areas of Internationalisation of higher education. It functions on the cutting edge of constantly changing societies and global geopolitical sways. The words of Grünzweig and Renehart, when they explained higher education internationalisation and all its facets, has particular relevance to higher education partnerships when they indicated that higher education internationalisation has become:

“...the repetition of unquestioned dogmas and the use of inadequately defined terms.”

I hope that this colloquium can contribute to the understanding of higher education partnerships. We again, have a panel of seasoned higher education practitioners and leaders that can provide the guidance needed to deepen the debate and define the concept of higher education partnerships in such a way that the unquestioned dogmas can be turned into clear theories and philosophies that would guide the NMMU in the development of its strategies to develop our global partnerships. I also hope that the debates that will take place will, like in the past, play a role in shaping the national and global debate on this matter.

Dr Nico Jooste

Senior Director, Office for International Education, NMMU

Programme

VENUE:	NMMU Business School Auditorium, 2nd Avenue Campus, Summerstrand	13:30 - 14:20	The International Network of Universities: Strengthening Global Engagement through University Consortia Membership Dr Lee Glover Sternberger , Associate Provost and Executive Director, Office of International Programmes, James Madison University and President, International Network of Universities and Felix Wang, Director of Study Abroad, James Madison University [Incl. Q&A]
08:30 - 09:00	Arrival / Tea / Coffee / Registration		
09:00 - 09:30	Opening by NMMU Vice Chancellor, Prof Derrick Swartz		
09:30 - 10:20	Higher Education Partnerships for the Future "A View from the South" Dr Nico Jooste , Senior Director, Office for International Education, NMMU [Incl. Q & A]	14:20 - 15:10	Building and maintaining a long-standing institutional partnership: St. Cloud State University and NMMU Shahzad Ahmad , Director, Multicultural Centre, Saint Cloud State University [Incl. Q&A]
10:20 - 10:35	Tea / Coffee Break		
10:35 - 11:25	Building Successful Inter-Institutional Partnerships for Comprehensive Internationalization Dr John Hudzick , Vice President, Michigan State University [Incl. Q&A]	15:10 - 15:30	Tea / Coffee Break
11:25 - 12:15	Left to Their Own Devices: The Role and Skills of Academics in Partnerships for the Future Jos Beelen , Researcher, Consultant and Senior Policy Advisor on Internationalisation, Centre for Applied Research, Amsterdam University of Applied Sciences [Incl. Q&A]	15:30 – 16:30	Reflection on the Colloquium and the Future of International Partnerships Hans De Wit , Director, Centre for Higher Education Internationalisation, Universita Cattolica Sacro Cuore [Incl. Q&A]
12:15 – 13: 30	Lunch	18:30	Dinner: Charles Pizzeria, Summerstrand



Colloquium Abstracts

Higher Education Partnerships for the Future: A View from the South

Dr Nico Jooste | *Senior Director, Office for International Education, Nelson Mandela Metropolitan University*

The seeking of a new world order and the formation of new global alliances are some of the main external factors influencing the establishment of new higher education partnerships. Student mobility and especially the competition for academic excellence from the 'South' in an era of aging and declining local student demand in the traditional 'North' is influencing the choice and place of engagement at the higher education institutional level. The way knowledge creation is integrated with teaching and learning is requiring a fresh look into the establishment and practice of international partnerships. Given the experience of Nelson Mandela Metropolitan University in managing its international partner network, with specific reference to the emergence of an informal network through the 'family week' concept and its location within an emerging economy, the question is posed whether this provides guidance or even a possible model for the development and practice of institutional and other higher education partnerships.

Building Successful Inter-Institutional Partnerships for Comprehensive Internationalisation

John K. **Hudzik** | *Professor, Michigan State University and NAFSA Senior Scholar for Internationalisation*

The role of inter-institutional partnerships is evolving under more comprehensive approaches to higher education internationalisation. The more strategic and comprehensive forms of internationalisation foster an elaboration of partnership models which are more strategic and selective. Motivations, decision makers and priorities driving the formation of partnerships are also changing. The global spread of higher education capacity as well as emerging constraints placed on higher education institutions make cross-border institutional partnerships both possible and desirable. The range of partnership models vary from those focused on a particular project with an end date to those which are long-term, wide and deep, and cut across institutional missions. There are bi- and multi-lateral models, as well as the emerging use of networks involving a relatively large number of institutions. Each model has advantages and disadvantages. The principal driver of successful partnerships is mutual benefit beyond what is possible from each institution acting on its own. Increasingly, “benefit” is being defined in multi-mission terms. The paper reviews these issues along with alternative criteria for mutual benefits and lays out the key pre-conditions for forming beneficial partnerships.

Left to Their Own Devices: The Role and Skills of Academics in Partnerships for the Future

Jos Beelen | *Researcher, Consultant and Senior Policy Advisor on Internationalisation, Centre for Applied Research, Amsterdam University of Applied Sciences*

This paper explores how international partnerships could act as an enabler for internationalisation of the curriculum, which skills academic staff would need to make such partnerships effective and which they would gain from them, and what this means for other stakeholders in the process of curriculum internationalisation. The article uses data from the 4th Global Survey of the International Association of Universities (2014), which was the first to include specific questions on internationalisation of the curriculum. The author argues that internationalisation of learning outcomes is not only the core of internationalisation of the home curriculum but also the basis for meaningful collaboration with international partners. Without a structured approach to learning outcomes, collaboration will not be effective and international partnerships will not reach their full educational potential. 'Deep' benchmarking with international partners can serve to 'internationalise internationalisation of the curriculum' by making it an international collaborative.

The International Network of Universities: Strengthening Global Engagement through University Consortia Membership

Dr Lee Glover Sternberger | *Associate Provost and Executive Director, Office of International Programmes, James Madison University and President, International Network of Universities and Felix Wang, Director of Study Abroad, James Madison University*

Strategic networks – or university consortia – have over the years emerged as a key strategy and platform for achieving higher education internationalisation goals for universities. While many consortia focus nearly exclusively on student mobility, a number of consortia focus on a broader portfolio of activities, including joint research and shared curricula as their cornerstone activities. In addition, such networks are often comprised of like-minded partners who efficiently and effectively drive the internationalisation agenda. Focusing on the International Network of Universities, the paper argues that, rather than reacting to a rapidly changing global landscape, higher education institutions - working collectively - can affect that landscape. Consortia are in the position of developing and implementing internationalisation theories and practices that work to the collective good of their communities. Education generally, and higher education in particular, not only equips students around the world with knowledge, skills, and abilities to meet the practical needs of our day but also shows us why we can and must do so. Yet to meet the most pressing challenges of an increasingly interdependent world, these institutional ‘parts’ must join together as part of a larger ‘whole’ to meet the needs and opportunities. Toward such means and ends, consortia offer a compelling gestalt through which we may individually and collectively pursue these pragmatic and aspirational goals for the benefit of us all.

Building and maintaining a long-standing institutional partnership: St. Cloud State University and NMMU

Shahzad **Ahmadn** | *Director, Multicultural Student Services, Saint Cloud State University*

The internationalisation of a university is an essential element of today's higher education landscape. Universities are expected to expand and enhance their international presence by improving their curriculum, research capabilities, and travel abroad opportunities for students, faculty, and staff. This movement presents new burdens and challenges to staff, faculty, and leadership. Internationalisation cannot be done hastily or without a proper strategy. A key step toward this goal is developing partnerships with universities from all over the world. These partnerships will only be mutually beneficial if both institutions are committed at all levels. It has become easy for universities to sign a partnership; however, the real test of longevity lies in the commitment and trust of both institutions. This paper aims to lay a blueprint for a successful comprehensive institutional partnership. The focus of this paper is the one-on-one institutional partnership between St. Cloud State University and Nelson Mandela Metropolitan University that has weathered the storms of leadership and faculty changes as well as fluctuating enrolment numbers.



Profiles

Hans de Wit

Director of the Centre for Higher Education Internationalisation', Università Cattolica Sacro Cuore, Milan, Italy



He is also a Professor of Internationalization of Higher Education at the School of Economics and Management of the Hogeschool van Amsterdam, University of Applied Sciences and a research associate at the Nelson Mandela Metropolitan University. Hans is a founding member and past president of the European Association for International Education. He has been a director of the Office of Foreign Relations, Vice-President for International Affairs and Senior Advisor International at the University of Amsterdam in the period 1986-2005, and director of International Relations at Tilburg University in 1981-1985. He was an assistant professor in Latin American Studies at Utrecht University, 1979-1981. He is the founding editor of the Journal of Studies in International Education. He has (co)written several books and articles on international education and is actively involved in assessment and consultancy in international education for organisations such as the European Commission, IAU, UNESCO, World Bank, IMHE/OECD. He publishes a monthly blog in University World News on internationalisation of higher education.

John K. Hudzik

Professor, Michigan State University and NAFSA Senior Scholar for Internationalisation



A Professor at Michigan State University (MSU) and the NAFSA Senior Scholar for Internationalization. He is past President of the Association of International Education Administrators (AIEA) and also past President and Chair of the Board of Directors of NAFSA-Association of International Educators. From 1995 to 2010 he was Dean of International Studies and Programs at Michigan State University and then Vice President for Global Engagement and Strategic Projects. He is President of the Scientific Committee of the Centre for Higher Education Internationalization at UCSC, Milan Italy. He was Acting University Provost and Vice President for Academic Affairs at MSU in 2005. He has served on numerous international policy and advisory boards and is a frequently invited speaker at global conferences on higher education internationalization, and publishes frequently on the topic. His most recent book will be published in late 2014 by Routledge Publishers with the title 'Comprehensive Internationalization of Higher Education: Institutional Pathways to Success.' He is the recipient of several awards for his scholarly work in judicial systems and in international education, including the AIEA Charles Klasek Award for outstanding service to international education. He was a Fulbright Senior Scholar in Australia in 1987.

Jos Beelen

*Researcher, Consultant and Senior Policy Advisor on Internationalisation,
Centre for Applied Research, Amsterdam University of Applied Sciences*



He is also senior policy advisor for internationalisation at the School of Economics and Management at the same university. In addition, he is a chair of the Expert Community: Internationalisation at Home of the European Association for International Education (EAIE) and visiting fellow at Leeds Metropolitan University's Centre for Academic Practice and Research in Internationalisation (CAPRI). Jos was the editor of EAIE's 'Toolkit' Implementing Internationalisation at Home (2007) and an author of a number of articles on the same topic. Jos has contributed to workshops, training sessions and conferences and has acted as a consultant for universities in Europe, Asia and Australia. He is coaching academic staff at universities in The Netherlands in the design and implementation of internationalised curricula. One of the issues he focuses on is developing the skills of academic staff that enable them to assume ownership of curriculum internationalisation. Jos is currently doing research about the implementation of the international dimension of higher education curricula in a global perspective, in cooperation with researchers from Europe and Australia.

Dr Lee Glover Sternberger

*Associate Provost and Executive Director, Office of International Programmes,
James Madison University and President, International Network of Universities*



She currently leads a campus-wide effort to internationalize university curricula, research, services and programs, and coordinates global and international activities across JMU's eight colleges. She also directs JMU's activities within its international consortium—the International Network of Universities—and serves as President of the consortium. She has published and presented on a number of interrelated topics, including the relationship of various psychological perspectives to the discipline of art history, the development of a global curriculum for the training of clinical psychologists, the assessment of international learning, and international consortium management. An experienced and devoted advocate of international education, Dr Sternberger has taught, conducted research, led students, and served as an administrator and counselor in a diverse range of countries and cultures including Hungary, Korea, England, Turkey, Germany, and Portugal. Dr Sternberger earned her BA in Economics from the University of Missouri, MS and PhD in Clinical Psychology from Washington State University, and an MA in Architectural History from the University of Virginia.

Felix Wang

Director of Study Abroad, James Madison University



He is responsible for planning, coordinating and promoting study abroad programs and opportunities for JMU faculty, staff and students. A native of Taiwan, he spent most of his life in the Dominican Republic. He earned his BBA and MBA from Campbell University in North Carolina and MEd in College Student Personnel Administration from James Madison University. In addition, he serves as a liaison to JMU colleges and departments on international opportunities, initiatives and partnerships. Felix presents numerous workshops on diversity and internationalization on campus and abroad. Currently, he is pursuing his PhD at the Center for Higher Education Internationalisation (CHEI), Università Cattolica del Sacro Cuore in Milan, Italy.

Shahzad Ahmadn

Director, Multicultural Student Services, Saint Cloud State University



He has been in this position since 1995, managing all aspects of Multicultural Student Services, developing global educational opportunities for students, faculty and staff and assisting with international recruitment efforts and development of strategies for expansion of international partnerships. Prior to this, he was an assistant director of Minority Student Programs at St. Cloud State University. Over the years, Shahzad has hosted many international scholars and university staff at SCSU and initiated and coordinated study abroad and short program trips for SCSU students in South Africa, Thailand, Laos, Malaysia and Vietnam. He has attended numerous international higher education and diversity conferences around the world and has presented on student mobility, diversity leadership and strategic partnerships at some of the conferences.

Dr Nico Jooste

*Senior Director, Office for International Education, Nelson Mandela
Metropolitan University*



He has been in this position since July 2000. He was responsible for the development of the Office as a self-funding entity. During this time international student numbers grew from 130 in 2000 to 2300 in 2013. The comprehensive internationalisation of the university has been implemented during this period as a strategic imperative of NMMU. Dr Jooste is involved in the re-thinking of higher education internationalisation globally and as such has helped arrange the Global Dialogue on the Future of Higher Education Internationalisation which was held in January 2014 in Port Elizabeth, South Africa. He is currently the Deputy President of the International Education Association of South Africa (IEASA). Prior to his appointment at NMMU, from June 1998 to June 2000, he was the Executive Director of the Eastern Cape Higher Education Association. He was the Deputy Registrar Academic from January 1993 and acting Registrar of the University of Fort Hare from January 1995 to December 1996. Dr Jooste was also a lecturer and senior lecturer in the Department of History and Economic History at the University of Fort Hare from February 1982 to February 1992. His areas of specialization are the Eastern Cape history and international relations of South Africa during the Cold War. He has published widely on South African history as well as on higher education management and presented numerous papers at local and international conferences on both topics.



Nelson Mandela Bay Global Dialogue Declaration on the Future of Internationalisation of Higher Education

Port Elizabeth, South Africa, 17 January 2014

We, the participants in the Global Dialogue, hosted by the 'International Education Association of South Africa' (IEASA) on 15 -17 January 2014 in Port Elizabeth, representing nine national, six regional and nine other organisations from around the world, with national, regional and global responsibilities, declare our commitment to emphasise the importance of decision-making and practices in the development of internationalisation activities that are imbued with ethical considerations and inclusivity.

We recognize the importance of two recently published documents:

- ***Affirming Academic Values in Internationalization of Higher Education:*** A Call for Action, adopted by the 'International Association of Universities' (IAU), April 2012.

http://www.iau-aiu.net/sites/all/files/Affirming_Academic_Values_in_Internationalization_of_Higher_Education.pdf

- ***International Student Mobility Charter,*** adopted by the 'European Association for International Education' (EAIE) and the 'International Education Association of Australia' (IEAA) in association with other like-minded associations around the world, September 2012.

<http://www.eaie.org/home/in-the-field/policy-advocacy/international-student-mobility-charter>

In formulating action steps that give expression to implement the contents framed in these documents, we wish to re-emphasise that

internationalization must be based on mutual benefit and development for entities and individuals in the developed, emerging and developing countries.

The Dialogue participants commit themselves to promote international higher education and research that recognises the richness and diversity offered by all regions for a global higher education agenda which is equitable, ethical, socially responsible, accessible and accountable.

The Dialogue participants agree that the future agenda for internationalisation should in particular concentrate on the following three integrated areas of development:

- 1. Enhancing the quality and diversity in programmes involving the mobility of students and academic and administrative staff;*
- 2. Increasing focus on the internationalization of the curriculum and of related learning outcomes;*
- 3. Gaining commitment on a global basis to equal and ethical higher education partnerships.*

The following high priority and priority action steps have been collectively agreed upon:

High Priority Actions

Action 1: The three integrated areas mentioned above shall be the core elements of joint professional development of our constituencies so as to guarantee global interaction and dialogue and optimisation of these activities.

Action 2: The organisations affiliated to the 'Network of International Education Associations' (NIEA) will, before the end of 2014, explore plans to increase access to conferences and other professional development activities, as well as providing discounted membership for the members of each other's associations, especially for individuals from the developing and emerging countries.

Action 3: The organisations present at the Global Dialogue affiliated to the 'Association for Studies in International Education' (ASIE) shall, at the ASIE meeting on 1 April 2014 propose plans to encourage both co-research and co-authorships between researchers from emerging and developing countries as well as opportunities around the dissemination of research through a range of academic publications.

Action 4: A Global Dialogue shall be organised every two years under the guidance of the NIEA. The next Global Dialogue will take place in 2016.

Action 5: In line with the IAU statement, the Global Dialogue participants commit themselves to apply ethical standards to their own activities and urge their members or constituencies to do likewise.

Action 6: By September 2014, a set of International Partnership guidelines shall be developed and proposed for adoption by organisations affiliated with the NIEA to ensure equal and ethical practices in international education.

Action 7: The IAU shall broaden their existing database of International Higher Education experts to include volunteers who are members of other internationalisation entities to offer their expertise for purposes of professional development by the end of 2014.

Priority Actions

Action 8: The organisations present at the Global Dialogue shall stimulate broader and diverse active participation and ensure that the outcomes of the Global Dialogue are taken into consideration in the regular IAU Global Survey.

Action 9: The NIEA shall stimulate and support the development of a global network of organisations and centres that conduct research on international higher education and will organise a forum within the next two years in a developing or emerging country focused on inter-regional research in this field.

Action 10: The organisations belonging to NIEA shall explore plans to restructure its activities into working groups and action-oriented meetings. The upcoming NIEA meeting at the AIEA and NAFSA 2014 conferences shall discuss this new structure. In addition to AIEA, NAFSA and EAIE conferences, they need to explore how every other strategic conference can be used for these types of action-oriented meetings.

The organisations in the Global Dialogue commit themselves to assess the progress of the implementation of the actions agreed upon in this declaration on an annual basis. They will also create an online portal through which the NIEA can share the two previously mentioned documents and where other organisations can share similar documents or charters (if possible in different languages) in order to make the information accessible to a wide variety of stakeholders.

The participants commit to inform their constituencies and those of similar entities in the fields of international and higher education that were not present at this Dialogue of the above declaration and to actively gain support for the implementation of the actions agreed upon in this declaration.

The Global Dialogue on the Future of Higher Education Internationalisation,
held at the Athanaeum in Port Elizabeth, South Africa
was partly hosted by the Nelson Mandela Metropolitan University



Nelson Mandela Metropolitan University

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