

Hasselt University

Internationalisation and Development Cooperation Policy Plan 2018-2021

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Introduction

Hasselt University is an active hub in the global knowledge and innovation web. It partners with universities, research centres, companies and organisations around the world. As a university that warmly welcomes students and researchers from every continent, Hasselt University is also an international hub in the region. Hasselt University is keen to take "Limburg hospitality" to heart when international students, Visiting Professors and researchers, etc. join the university fold. To this end, an effective and unambiguous reception policy forms the basis for welcoming and supporting national and international guests that temporarily or permanently join the university. Hasselt University also encourages its students, researchers and staff to spend a period abroad. In this regard, Hasselt University attaches great significance to professional preparation ahead of time, support during and follow-up afterwards. It is this international orientation and incoming and outgoing mobility of students, researchers and staff to which Hasselt University aspires.

Hasselt University will also set up initiatives aimed at scientific cooperation with non-European and developing countries (science sharing). Hasselt University wishes to provide its students, researchers and staff with an opportunity to acquire experience travelling in the South. At the same time, it seeks to attract students, researchers and professors from the South to study, work on a PhD or teach at Hasselt University. Furthermore, Hasselt University seeks to actively participate in the quest for sustainable solutions to social challenges in developing countries by working with local partner institutions.

The Internationalisation and Development Cooperation Policy Plan outlines Hasselt University's internationalisation plan for the next four years. The policy priorities have been incorporated into a single general objective: *"To reinforce the international aspect of how Hasselt University works"*, plus four strategic objectives (SO):

(SO1) To continue to boost Hasselt University's international image

(SO2) To facilitate and promote international mobility of a high calibre

(SO3) To ensure that Hasselt University's international mindset is shared by its students, researchers and staff

(SO4) To ensure further development of education and science sharing with developing countries

This policy plan is based on the Rector's policy plan and also takes the Research & Innovation, Education and the previous 2014-2017 Internationalisation Policy Plans into account. As part of the policy plan preparations, a decision was made to gather input from various angles to develop the internationalisation policy of the next four years. The current Internationalisation and Development Cooperation Policy Plan was drawn up following brainstorming sessions with delegates from each faculty, the Student Council and the Education and Research Coordination Offices and based on discussions with members of the Internationalisation and Development Cooperation Committee, as well as other key departments.

Given that internationalisation is an integral aspect of several Hasselt University departments, the academic and administrative services will be involved in the further elaboration of the action points related to the operational objectives and their conversion into impact.

1. How the Internationalisation and Development Cooperation Policy Plan fits within Hasselt University's strategic positioning

Hasselt University has developed into an active hub in the global knowledge and innovation web and partners with universities, research centres and organisations all over the world. The university welcomes students and researchers from every continent. This results in intense interaction and cross-pollination and makes it possible for Hasselt University to fully take up its role as a civic university. The international quality and cooperation are reflected in its commitment to the region's economic, social and cultural development. There is no doubt that Hasselt University attaches great importance to internationalisation and mobility. It is for this reason that the university's policy is committed to expanding internationalisation as an integral part of the university's three core tasks: education, research and service. The international reflex is incorporated in all faculties and the respective schools and support services and among all Hasselt University staff. In other words, internationalisation is a cross-cutting academic issue, embedded in the university's policy and vision. Hasselt University also sees internationalisation as an opportunity for broader human development, which includes, among others, cognitive, emotional, social, and ethical development in way that is meaningful.

Hasselt University is at the heart of Europe, and the number of international students and PhD students has been on the upsurge for years. To continue this trend, Hasselt University continues to offer a range of academic programmes at international level, which at the same time have significant relevance to the region. Hasselt University provides its students with a broad academic education, with a focus on developing employability skills, and it continues to promote international mobility, both incoming and outgoing. An extensive network of mobile students are also what put Hasselt University and the region on the world map. Hasselt University is making every effort to achieve the European Mobility and Cross-Border Cooperation objective, which aims for 20% of students having completed a study or training period abroad by 2020.

The international component also plays an obvious and indispensable role in its research policy. Hasselt University is an active hub in the global knowledge and innovation web and partners with Belgian and foreign universities, research centres, companies, governments and organisations in this regard. To strengthen the international networks and research quality of the university, Hasselt University continues to invest in international researchers and the internationalisation of its researchers. Through its research and scientific services at the international level, Hasselt University commits itself to the economic, cultural and social development within and outside its own region, and seeks to do the same abroad and in the developing world.

Internationalisation is also embedded in the Hasselt University personnel policy. This means that efforts by staff on behalf of Internationalisation and Development Cooperation are valued highly. Hasselt University staff and students link their activities to relevant social, cultural and economic challenges, with a focus on innovation and entrepreneurship; they also have an international mindset, with a focus on being involved in this sphere of activity.

Science sharing and development cooperation are a special form of social service in which Hasselt University professors, researchers, students and staff play a role in building the capacities of the South. To begin with, practical implementation of these methods are implemented according to the VLIR-UOS model: strengthening own expertise at Hasselt University via the Global Minds programme, competitive calls for scientific projects in the South, relevance to the strategic decisions of partner countries and the priorities of the federal government (consideration of cross-cutting themes such as gender, the environment and ICT, cooperation with the private sector and ANGS). In cooperation with the South, Hasselt University's priorities are impact, sustainability, intercultural cooperation and interdisciplinarity.

2. Target figures for Internationalisation and Development Cooperation

Hasselt University¹ pursues the following target figures for Internationalisation and Development Cooperation by 2021:

		2016 percentage Hasselt University	2021 Hasselt University target figure
Number of foreign master students		373	
Percentage of foreign master students ² from developing countries ³		36%	36%
	amount	277	
	percentage	27%	27%
from EU countries			
	amount	84	
	percentage	8%	8%
from other countries			
	amount	12	
	percentage	1%	1%
Amount of foreign PhD students		214	
Percentage of foreign PhD students from developing countries ³		37%	45%
	amount	121	
	percentage	21%	25%
from EU countries			
	amount	87	
	percentage	15%	17%
from other countries			
	amount	6	
	percentage	1%	3%
Number of incoming exchange students⁴		105	
from developing countries ³			
	amount	37	
	percentage	35%	40%
from EU countries			
	amount	64	
	percentage	61%	56%
from other countries			
	amount	4	
	percentage	4%	4%
through the Erasmus programme			
	amount	70	
	percentage	67%	70%

¹ Figures per faculty with regard to the state of affairs in 2016 are available in Annexes 2 to 4.

² This concerns foreign students in a preparatory and/or master programme (main registration - degree contract). Count date 15/12/X.

³ Based on the OECD-DAC list of 01/01/2015.

⁴ This concerns all incoming exchange students at bachelor or master level (excluding PhD level), regardless of the duration and funding of their mobility period. Wallonia is also considered a foreign country.

		2016 Hasselt University percentage	Hasselt University Target	Flanders target
Number of graduates with experience abroad as a measure of outgoing mobility				
<i>Outgoing mobility, taking into account the Flemish standard (>=10 ECTS):</i>				
Percentage of graduates with experience abroad		10%	15%	33%
Bachelor				
	amount	48		
	percentage	6%	10%	33%
Master				
	amount	86		
	percentage	13%	20%	33%
<i>Outgoing mobility, taking into account the European standard (>=15 ECTS):</i>				
Percentage of graduates with experience abroad		9%	15%	20%
Bachelor				
	amount	48		
	percentage	6%	12%	20%
Master				
	amount	80		
	percentage	12%	16%	20%

3. Strategic (SO) and operational (OO) objectives of the Internationalisation and Development Cooperation Policy Plan

SO1: To continue to boost Hasselt University's international image

Internationalisation strengthens the quality of the institution, both academically and in terms of research and innovation. Successful internationalisation campaigns are indispensable to the pursuit of a sustainable international image, and effective, reliable communication helps place Hasselt University on the map as a 'strong brand'. International marketing needs to incorporate the university's international range of study programmes and the doctoral schools as part of its strategy. An expanded alumni network can also reinforce the university's international character. In addition, university rankings continue to be a means for making the University's quality visible on a global level.

The Hasselt University website is often the university's first and most accessible form of advertisement, which is why it is committed to making the Hasselt University website more appealing and accessible to international visitors and potential guests. Keeping the objective to increase international visibility in mind, cooperation with foreign partner institutions is likewise promoted.

OO1 - Hasselt University is part of a strong international network with other universities.

A strong international network is a lever for more structural international education and research cooperation. Hasselt University's unique positioning in the EUREGIO and its role as a driving force in this region make international cooperation an obvious choice.

The creation of a European consortium is often a prerequisite for submitting European project proposals. Hasselt University aims to join strategic European and/or international networks at the institution level. Faculties can opt to join field-specific or interdisciplinary networks.

Hasselt University also focuses its internationalisation policy on initiatives aimed at academic cooperation and networking with developing countries (cf. SO4).

OO2 - Hasselt University has an active international network of alumni.

Hasselt University has a sustainable international image and character based on an expanded international alumni network. For example, where possible, the faculties are pro-actively involved in their international alumni policies, actively deploying this network in activities such as international marketing, whereby international alumni are promoted as Hasselt University ambassadors in their own countries. Faculties receive support for this from an intra-university central (umbrella) fund. In addition, the data of international alumni are collected centrally in order to form a pool of international alumni that can serve as an approachable network for options and opportunities in terms of project calls, guest speakers, international marketing and the further development of international networks and partnerships.

OO3 - Hasselt University has the communication and promotional materials required for boosting Hasselt University's external image and visibility.

Hasselt University's international image is emphasised even more powerfully through efficient and attractive communications. Capitalising on Hasselt University assets (such as low registration fees, favourable location, focus on employability skills, niches, network, etc.) is what makes the university a "strong brand". This statement comes across as even more credible and weighty when Hasselt University's excellent ranking scores are also included in advertising. In consultation with the Marketing Research Group and the Communications and Marketing Office, promotional material is being developed that can also be used for international partners in offices abroad. Hasselt University's online visibility (website and social media) also remains a significant focus, and the maintenance of Hasselt University's Dutch and English language website is an essential aspect of this. Moreover, the target groups of both website versions must always be kept in mind.

004 - Hasselt University has a clear international recruitment policy for international students based on each faculty's supply and needs.

Hasselt University applies a strategic international marketing policy based on the needs of the various faculties and the school. This involves both online and offline communications, in which online communication occurs via Hasselt University's participation on online portals and through the promotion of its own website on social media and via other channels. The emphasis is on promoting the English-language international master programmes, depending on the individual requirements of these programmes. In addition, efforts are being made to promote Hasselt University internationally as a strong brand, by developing adapted advertising materials for various target groups, such as a corporate brochure, flyers and a variety of documents for international trade fairs, etc. Offline marketing will also be prioritised, with Hasselt University being represented at international trade fairs both in and outside of Belgium.

SO2: To facilitate and promote international mobility of a high calibre

Sending students, researchers and staff abroad, and attracting these same target groups internationally requires an efficient policy for managing incoming and outgoing mobility. It is for that reason that Hasselt University strives to set up a single point of contact (SPOC) for international mobility, where hospitality plays the leading role. The SPOC centralises all expertise required to professionally support and provide international visitors with information. This is true on the other side of the coin as well: when our students, researchers and staff make international mobility plans, SPOC also serves as their first point of contact.

By adopting this strategy, Hasselt University seeks to increase the quality of incoming and outgoing mobility. As a result, students will feel more motivated and will therefore be more employable in a globalising world and working environment. High-quality mobility of researchers in turn, leads to new insights, contacts, techniques and research experiences that can be disseminated among fellow researchers.

The required build-up of expertise related to high-quality international mobility is achieved with the aid of the other services involved (HR Office, Education Office, Research Coordination Office, faculties, institutions, etc.), which also facilitates the creation of a culture of internationalisation at Hasselt University. This culture also includes the use of the English language, the practice of which extends to the administration (regulations, applications, communication in two languages (English and Dutch), etc.). Within this framework, a range of language courses will be developed for both international visitors and local students, researchers and staff.

Moreover, Hasselt University continues to encourage its students, researchers and staff to participate in funding programmes that support mobility. These programmes provide a variety of support, from short or long stays abroad, to sabbaticals, setting up international networks and projects.

OD1 - Students, researchers and professors can rely on a single point of contact for all their practical questions related to international mobility.

The Single Point of Contact or SPOC will be responsible for advising and supervising central administrative procedures for both the incoming and outgoing international mobility of students, researchers and staff. In this regard, the SPOC will be in close contact with the internationalisation faculty coordinators and those who are well-versed with regard to the international files of the various departments, who will continue to be responsible for supporting the content of incoming and outgoing international mobility for students, researchers and staff.

Besides its responsibility for central procedures, this SPOC will act as a bridge between translating (inter)national guidelines regarding international mobility into policy and the internal Hasselt University guidelines. In addition, the SPOC also communicates changes relating to internal and external policy and general practical procedures to the faculty coordinators, and also provides support to the faculty coordinators with practical procedures.

OO2 - Clear, transparent procedures on (pre-)registration for students, researchers and professors have been set up, implemented and are being monitored.

Hasselt University provides both incoming and outgoing students, researchers and staff with sufficiently transparent, unambiguous and conveniently-arranged information on the selection and registration procedures which have to be followed before, during and after academic-related travel. The point of contact for these general practical procedures is also the aforementioned SPOC. Where possible, we always start with existing procedures, which are optimised where necessary.

- For outgoing student mobility, it concerns the optimisation of the processes related to the learning agreement and the traineeship agreement, as well as potential scholarship opportunities.

- For incoming student mobility, this includes, among others, the continued improvement of general information on studying at Hasselt University. For example, unambiguous information is made available to exchange students on the registration procedure and the subsequent steps that need to be taken within the framework of their exchange.
- Unambiguous procedural information is made available to ordinary incoming international students on Hasselt University's registration and selection procedure for English-language international master programmes. Examples of this include the student file, language and degree requirements and the specific registration requirements for each master programme.

In addition, clear and transparent procedures are initiated for both incoming and outgoing researchers and staff, ranging from information on the teaching and training agreement to the various scholarship possibilities and registration procedures.

OO3 - An accessible reception policy for foreign students, researchers and professors is set up, implemented and monitored.

At Hasselt University, hospitality is key, both before, during and after someone's stay at the university. This means that a transparent and accessible reception procedure, characterised by its *bottom-up* approach, is available for international students, researchers and professors. For example, "peer-review sessions" will be organised during an international student's stay, during which he or she will be asked about his or her integration experience at Hasselt University and how the reception policy (and other activities during their stay) could make a positive contribution to this. This accessible reception policy concerns support for a variety of procedures such as visas, proof of solvency, registration and the provision of a reception programme. Additionally, there is an emphasis on information concerning availability of accommodations for both international students and researchers, distinguishing between what applies to short and long-term accommodation facilities. The reception policy for incoming international students, developed in close consultation with the faculties and school, is specifically provided with an orientation programme at the start of each semester. On arrival, students are informed about "life on campus" and the education system at Hasselt University. They are also told about the available facilities, such as access to the library, computer facilities, bicycle rental, public transport and a workshop on intercultural communication. This reception policy is made available using on-campus informational resources (including welcome guide) and via the website.

OO4 - Hasselt University provides mobility opportunities for outgoing and incoming students, researchers and staff.

Hasselt University explores and provides various opportunities for both the outgoing and incoming mobility of students, researchers and staff by researching and facilitating various funding possibilities (including Erasmus+ mobility, scholarship programmes, Marie-Curie, BOF, etc.). Application funding related support is also provided. Via info sessions arranged for students, professors and staff, various funding options are communicated in good time and taking into account external deadlines. The website and targeted newsletters also publish related information on these options. In addition, topics related to professor and researcher funding opportunities and mobility will be addressed during sessions organised in the Learning Network (cf. SO3 - OO2).

Furthermore, Hasselt University also guarantees opportunities for outgoing and incoming international student mobility by making a mobility window available in each degree programme.

- The mobility window for outgoing mobility concerns various types of mobility and mobility options, depending on the programme's own needs and available options, such as ordinary curriculum-related mobility or a study or internship abroad, for example. There are also mobility options that go beyond specific study programmes, such as summer schools or extracurricular immersion internships.
- For incoming student mobility, English-language courses are made available within the programme, and there are institution-wide English-language electives that can be taken.
- Students who will be travelling to the South are well-prepared before leaving, and aftercare has been organised for when they return (cf. SO4).
- Specific sessions are organised during incoming students' stay at Hasselt University, where they receive additional information related to their time in Belgium, the purpose of which is to ensure that their stay is as pleasant and as good as possible. It also provides them with an opportunity to provide feedback on certain problems experienced during that stay. (e.g., intercultural communication). The reception policy is also optimised based on this exchange (cf. SO2-003).

005 - Hasselt University makes concerted efforts in the area of English-language communication, providing a range of language classes to ensure that its own students, researchers and staff, as well as incoming students, researchers and staff, have the opportunity to improve/strengthen their language skills.

Hasselt University is surveying the options available for boosting the quality of its English-language course selection, as well as looking into the option of providing an English language advisor who can provide English-language translations or advice on English documents. Systematic bilingual communication, in both English and Dutch, is also one of Hasselt University's objectives.

It researches the various options available both internally and externally to provide a varied range of language classes (including English, Dutch, French, German, Spanish, etc.) for both Flemish and international students, researchers and staff. In this way, the language skills of the students and staff can be strengthened so that they are more employable internationally, according to what the needs and opportunities are. After all, knowledge of several languages remains indispensable, in terms of employability skills too, which is one of Hasselt University's focal points; it is also essential in the labour market.

Additionally, international students, researchers and staff are given the opportunity to learn Dutch within a reasonable period of time. This stops language from being a barrier to making the necessary social contacts with other students, professors and the community.

Hasselt University is interested in finding out what its various options are, internally and externally, for making this happen. Potential options include e-modules for (semi)autonomous (combined) learning, contact education, external language centres, etc.

SO3: To ensure that Hasselt University's international mindset is shared by its students, researchers and staff.

Hasselt University aims to educate its students, researchers and staff to be world citizens, for whom an international mindset has become inherent and who are able to cope with the current and future challenges of a globalised society. To this end, it seeks to actively promote its commitment to the Sustainable Development Goals, and is also why it is key that all students are able to acquire international competences starting with their first year in the bachelor programme.

Researchers have been encouraged to develop an international network right from the start of their research activities. For this reason, both Hasselt University doctoral schools and the Special Research Fund (BOF) provide funding for short and/or long international research stays for PhD students.

The Global Minds programme facilitates cooperation with developing countries: mobility for the prospecting of new partnerships, or pre-doctoral visits to prepare for joint PhDs, as well as the joint PhDs themselves with developing countries have the opportunity to obtain funding. These activities aim not only to reach students and young researchers, but also tenured professors (ZAP), teaching staff and other staff.

It is important to highlight internationalisation within the institution by, among other things, sharing *good practices* and success stories.

OO1 - Internationalisation is more visible at Hasselt University.

Hasselt University seeks to increase its internal support for internationalisation and put internationalisation in the spotlight. It pursues this by communicating university-wide about success stories, further investing in internationalisation info sessions and training sessions and facilitating more international events on campus (including conferences, awareness-raising activities, etc.).

An interactive database will be developed to better map out, further develop, assess and maintain its international network. Using this tool, Hasselt University endeavours to cluster all international projects, mobility, cooperation agreements and contacts and promote interfaculty and interdisciplinary cooperation.

To ensure that international students, researchers and staff also feel and continue to feel like part of the Hasselt University community, it is essential that all internal communications and campaigns are available at all times in two languages (Dutch and English). To date, our international students, researchers and staff are only able to partially take part in campus life because too much of the communication takes place solely in Dutch. To this end, Hasselt University will improve its language course selection (cf. SO2-OO5) so that its own students, researchers and staff are able to improve their knowledge of the English language and accept bilingual communication as a given.

OO2 - There is an active internal learning network on internationalisation and development cooperation.

An international mindset requires knowledge and know-how in relation to globalisation and internationalisation. For this reason Hasselt University's provision of quality information on these topics (in a university context) is both relevant and important. To accomplish this, we will examine whether the themes of internationalisation and development cooperation can be embedded in an expanded version of the Hasselt University Research & Innovation Learning Network. This learning network was launched in 2015 by the Research Coordination and Tech Transfer Offices. The exchange of experiences and training is a key focus for all university staff. Including the themes of internationalisation and development cooperation in the R&I Learning Network, will result in cross-pollination and make a solid basis for exchanging new best practices within and outside our organisation available. Secondly, it will lead to the identification of robust interdisciplinary topics for cooperation with international partners and for involvement in development cooperation.

003 - Internationalisation is embedded in the curriculum of all degree programmes.

Internationalisation of the curriculum⁵ can take different forms. On the one hand, a training course can offer a range of mobility activities (summer schools abroad, studying a semester at a foreign partner institution, internships abroad, etc. cf., SO2-004) while on the other, *Internationalisation at home* could also be organised.

Various possibilities are being developed in cooperation with the OMTs to integrate internationalisation into the curriculum. The degree programmes pursue the integration of at least two aspects in the curriculum, such as:

- o Inviting guest professors, e.g. via Erasmus+ teaching staff mobility or having a certain course taught by an international team.
- o Using internationally oriented educational material and applying international expertise (international cases, papers and manuals).
- o Developing joint classes or joint modules with foreign colleagues (including via video conferencing).
- o Promoting contact between Hasselt University students and international students (e.g. through group work). In connection, it is important that international students have English-language study programmes available to them.
- o Explicit focus on international and intercultural skills within the programme. An appropriate range of professionalisation services supports the staff in obtaining these skills, so that they can be tailored to the programme.

The Global Minds VLIR-UOS project provides financial support for the implementation of development cooperation in the curriculum via an internal competitive call for tenders. This means, for example, that travel costs for guest speakers and certain operational costs can be reimbursed.

For certain other activities, use can be made of external funding channels, including Erasmus+ (e.g., for guest professors, educational innovation projects, projects involving cooperation with companies, etc.).

004 - In addition to the English-language master programmes, other international training initiatives are also offered, including summer schools, etc.

In order to attract more international students, researchers and staff, and with a view to developing an international campus, an attractive English-language programme must be available for these target groups. Moreover, the integration of international students within a certain degree programme will contribute to the international dimension of the programme.

Hasselt University currently offers five English-language master programmes. On the one hand, Hasselt University aims to further expand this selection, while on the other, other international training initiatives could also be offered, including:

- o (Interdisciplinary) summer or winter schools
- o Short-term training initiatives for professionals, PhD students, researchers, etc.
- o International conferences
- o English-language modules or course units for exchange students (incoming mobility window)
- o International project week
- o MOOCs or digital remote learning modules
- o Jointly taught English-language courses or course units

For certain activities, use can be made of external funding channels, including Erasmus+ (e.g., for

⁵ For a clear concept description, please see the *Internationalisation of the curriculum* manual, Flanders Knowledge Area, January 2017 edition, p. 15: "Internationalisation of the curriculum = the incorporation of an intercultural and international dimension into the content of the curriculum, as well as the teaching and learning processes and support services of a programme of study".

educational innovation projects, joint international master programmes, cooperation projects between institutes of higher education and companies, etc.) or the Flemish government (e.g., start-up subsidies for developing joint programmes). Internal incentives are provided for new initiatives via the DIOS stimulus fund.

SO4: To ensure further development of Education & Science sharing with developing countries

With regard to its role in society, Hasselt University endeavours to share its expertise in education and research with institutions from developing countries and emerging countries. University Development Cooperation (UOS) is mainly organised according to the VLIR-UOS model; as a result, VLIR-UOS partner countries continue to take precedence in initiatives within this policy plan's framework. UOS consists of two parts:

- Actions at the own institution aimed at building capacity at Hasselt University, so that professors, researchers, students and staff are aware of the importance of science sharing and are able to contribute to development-relevant initiatives. This objective is the foundation of the Global Minds programme, funded by VLIR-UOS for the same period as this policy plan. The main objectives of the programme are the integration of development cooperation in education and research, along with awareness raising among the university community on development-relevant themes. When implementing Global Mind's activities, the objective will be to achieve maximum consistency with this policy plan. This means, among other things, that there will be one annual internal competitive call for faculty initiatives, which contribute both to the realisation of the Internationalisation and Development Cooperation Policy Plan and to the realisation of the Global Minds objectives.
- Actions in the South: Hasselt University seeks to further support and facilitate the participation of students, professors, staff and researchers in UOS projects. The Global Minds programme will facilitate awareness-raising and exchange of good practices, contacts and networks so that participation in specific projects with local partner institutions is expanded. By 2021, each faculty has access to UOS relevant initiatives and funding channels where a win-win situation is identified. Furthermore, the aim is to further stimulate the participation of women and young academics in UOS projects and increase the visibility of actions in the South (see SO1 and 3).

OO1 - Hasselt University students, researchers and staff cooperate in an interdisciplinary fashion on development-relevant initiatives within their own fields of research.

An increasing number of academics and students are aware of the importance of UOS and are involved in projects in the South. However, these partnerships and networks are often limited to the individual level, whereas the expertise of other Hasselt University academics and students provides added value not only for local partners, but also for the university's own capacity building. Complementarity within existing initiatives and networks is being explored so that the robust interdisciplinary themes of Hasselt University can contribute to strengthening local institutions. The benefits of an interdisciplinary and intercultural approach are cost-efficiency, greater impact of actions taken, and the visibility and sustainability of the networks.

To be more specific, a buddy system will be developed for staff, whereby promoters of projects can involve at least one additional Hasselt University researcher or staff member in their project, so that the existing expertise on development cooperation can be shared and disseminated, and so that new staff also have access to UOS opportunities and networks. This multiplier effect should also be approached from an interdisciplinary and interfaculty angle. In addition, the Learning Network (see SO3-OO2) will contribute to the exchange of good practices, contacts and partners across the various faculties, so that interdisciplinary projects can also derive support from these.

For students, new internships in the South will be explored in ongoing projects, which on the one hand, increases the impact of ongoing projects, while on the other makes it possible to offer reliable and structural internships to Flemish students.

OO2 - Each faculty and research institute is encouraged to do development-relevant capacity building.

To help facilitate this objective, an annual competitive call for proposals, via the VLIR-UOS Global Minds programme, goes out to the faculties. This provides funding for various faculty initiatives that lead to development-relevant capacity-building. Projects receiving support fall under the following categories:

- o Staff mobility for curriculum development
- o Integration of a development-relevant facet in the curriculum
- o Group initiatives involving students in the South
- o Staff mobility purposed towards initiating international partnerships
- o Pre-doctoral visits to prepare joint PhDs
- o International conferences on development-relevant themes

DIOS will also organise training courses on development-relevant themes, such as the Logical Framework Approach (LFA), intercultural competences and project writing. Project promoters will also be able to rely on the assistance of DIOS staff and faculty internationalisation coordinators with project applications and monitoring. Finally, the buddy system, (see SO4-OO1) in partnership with the learning network (see SO3-OO2), will spread the scientific and administrative expertise related to UOS (university development cooperation) and facilitate access to UOS opportunities.

OO3 - Cooperation with existing external stakeholders will be further developed and new sustainable partnerships will be set up within the framework of development-relevant initiatives.

It is primarily through VLIR-UOS that development cooperation currently occurs. While this model will retain priority, cooperation with other stakeholders will also be explored more in depth. Present Hasselt University partners, such as regional companies, the city library, the seniors university, VOKA, etc., will receive preference for the establishment of new forms of cooperation. Cooperation can occur in a variety of areas: content-related for additional expertise in certain projects, finance-related for the creation of a fund for student mobility (e.g. sponsoring internships at affiliated universities and partner companies in the South), and also in the area of organising awareness-raising activities.

In addition, at the request of the federal government, all Belgian actors involved in development cooperation projects in a particular country have been mapped out in Common Context Analyses (GCA). When developing and implementing projects in the South, synergies with Actors of Non-Governmental Cooperation (ANGS) will be sought, based on analysis of the GCA. Interdisciplinary (see SO4-OO1) and intersectoral projects ensure that Hasselt University's activities in the South have a greater, more sustainable impact.

Finally, new, Belgian, European or international funding channels for development cooperation will be explored and made use of.

APPENDIX 1 - LIST OF ABBREVIATIONS & JARGON

The following abbreviations are used in the text and appendices of the Internationalisation and Development Cooperation Policy Plan:

ANGS:	Non-Governmental Development Cooperation Actors
BOF:	Bijzonder Onderzoeksfonds (Special Research Fund)
BTC:	Belgian Technical Cooperation
DIOS:	International Office
Erasmus+ :	European Support Programme for Education, Youth and Sport
GCA:	Common Context Analyses
Internationalisation@home:	Offer students, researchers, and staff opportunities to develop international and intercultural competences and connect with the rest of the world without having to travel.
Mobility Window:	Space incorporated in the curriculum for students to go abroad
MOOC:	Massive Open Online Course
OECD-DAC:	Organisation for Economic Co-operation and Development - Development Assistant Committee
R&I:	Research & Innovation
OMT:	Education Management Teams
SPOC:	Single Point of Contact
VLIR-UOS:	Flemish Interuniversity Council for University Development Cooperation
VLUHR:	Flemish Board of Higher Education
UNU:	United Nations University
UOS:	University Development Cooperation

Appendix 2: Number of foreign master students per faculty - 2015-2016 academic year

	TOTAL	... from an EU COUNTRY	... from an DEVELOPMENT COUNTRY	... from an another country
Fac. Architecture and Art	4 3%	3 2%	1 1%	0 -
Fac. Faculty of Business Economics	52 54%	23 24%	23 24%	6 6%
Fac. Medicine and Life Sciences	28 10%	17 6%	11 4%	0 -
Fac. Industrial Engineering Sciences	5 8%	5 8%	0 -	0 -
Fac. Law	2 3%	2 3%	0 -	0 -
School for Transportation Sciences	65 52%	14 11%	46 37%	5 4%
Fac. Sciences	217 88%	20 8%	196 80%	1 0%
Hasselt University Total	373 36%	84 8%	277 27%	12 1%

Appendix 3: Number of foreign PhD students per faculty - 2016 calendar year

	TOTAL	ABROAD	... from an EU COUNTRY	... from a DEVELOPMENT COUNTRY	... from an another country
Fac. Architecture and Art	36	10 28%	7 19%	2 6%	1 3%
Fac. Faculty of Business Economics	86	33 38%	12 14%	20 23%	1 1%
Fac. Medicine and Life Sciences	119	31 26%	18 15%	12 10%	1 1%
Fac. Industrial Engineering Sciences	53	22 42%	8 15%	14 26%	0 -
Fac. Law	25	5 20%	2 8%	2 8%	1 4%
School for Transportation Sciences	44	24 55%	4 9%	20 45%	0 -
Fac. Sciences	253	104 41%	38 15%	62 25%	4 1%
Hasselt University Total⁶	572	214 37%	87 15%	121 21%	6 1%

⁶ These figures represent unique individuals per entity. A PhD with supervisor at Faculty A and co-supervisor at Faculty B will be included in the figures of both faculties, but only once in the figures for Hasselt University.

Appendix 4: Number of graduates with experience abroad - per degree programme - 2015-2016 academic year

		Flemish standard (>= 10 ECTS)		EU standard (>= 15 ECTS)		Other foreign mobility (1-10 ECTS)	
		BACHELOR	MASTER	BACHELOR	MASTER	BACHELOR	MASTER
Fac. Architecture and Art	Amount	-	18	-	18	-	1
	Percentage	-	21%	-	21%	-	1%
Fac. Faculty of Business Economics	Amount	33	9	33	9	1	-
	Percentage	27%	7%	27%	7%	1%	-
Fac. Medicine and Life Sciences	Amount	4	31	4	31	10	-
	Percentage	2%	19%	2%	19%	4%	-
Fac. Industrial Engineering Sciences	Amount	-	8	-	8	-	-
	Percentage	-	6%	-	6%	-	-
Fac. Law	Amount	-	16	-	10	-	5
	Percentage	-	33%	-	20%	-	10%
School for Transportation Sciences	Amount	1	3	1	3	-	-
	Percentage	20%	10%	20%	10%	-	-
Fac. Sciences	Amount	10	1	10	1	3	-
	Percentage	13%	2%	13%	2%	4%	-
Hasselt University Total		48	86	48	80	14	6
		6%	13%	6%	12%	2%	1%

Appendix 5: Percentage of graduates with experience abroad

No target figures have been provided yet for the indicators below, but DIOS is working out steps for improved monitoring of these indicators.

		2016 Hasselt University percentage		
Number of graduates with experience abroad as a measure of outgoing mobility				
<i>All outgoing mobility within the framework of the training course (1-10 ECTS):</i>				
Percentage of graduates with experience abroad		11%	20%	-
Bachelor				
	amount	66		
	percentage	9%		
Master				
	amount	92		
	percentage	14%		
PhDs ⁷				
	amount	-		
	percentage	-	50%	-

⁷ There is currently no uniform registration of PhD student outgoing mobility in the databases.

Appendix 6: Number of registered partnerships with one or more foreign partners
No target figures have been provided yet for the indicators below, but DIOS is working out steps for improved monitoring of these indicators.

	2016 Hasselt University percentage	2017
Number of projects submitted⁸ via external funding channels aimed at internationalisation and development cooperation	394	
with one or more partners from developing countries		
amount	29	
percentage	7%	
with one or more partners from EU countries		
amount	111	
percentage	28%	
with one or more partners from other countries		
amount	34	
percentage	9%	
Number of bilateral international agreements⁹	84	
with one or more partners from developing countries ³		
amount	18	
percentage	21%	
with one or more partners from EU countries		
amount	55	
percentage	65%	
with one or more partners from other countries		
amount	13	
percentage	15%	

⁸ All submitted, externally funded projects aimed at internationalisation and development cooperation that are registered in the contract database.

⁹ All formal agreements in which two or more partners agree to cooperate and which are recorded in the contract database.