



**GHENT
UNIVERSITY**

REALISE FINAL CONFERENCE – 13 MAY 2019

DOES (INTERNATIONAL) STAFF TRAINING
HELP TO MAKE YOUR UNIVERSITY MORE
INTERNATIONAL?

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INTERNATIONAL STAFF TRAINING?

- All kinds of business trips abroad from university staff members have the potential of offering chances for competence enhancement
 - Intentional / formal
 - Unintentional / informal or non-formal
- Focus on
- How to exploit this potential?

HOW INTERNATIONALLY MOBILE IS OUR STAFF

- Exact number = ?
- 2018:
 - 15.739 registered travels
 - 4.591 individual staff members (on total of 9000)
 - 121 different countries
- Mostly short term
- Very diverse in nature

FUNDING OPPORTUNITIES - RESEARCH

- Marie Skłodowska Curie programmes
- Ghent University Specific Research Fund
 - Sandwich scholarships for PhD-students from developing countries
 - Scholarships for joint PhD's
- Faculty Research Funds
 - Outgoing mobility for Doc/PostDoc's
 - Sabbaticals for ZAP
 - Decentralized!
- National Science Fund

FUNDING OPPORTUNITIES - EDUCATION

- Erasmus Staff Mobility for Teaching: 70 - 80 per year
- Erasmus Staff Mobility for Training:
 - till 2015 → 10 per year
 - now → +40
- In the framework of our funding (Cooperation Agreements): 30 per year
- U4-network - 350 per year: Universities of Ghent, Groningen, Göttingen and Uppsala (+ Tartu)
 - Additional funding via DAAD
 - Workshops, seminars, ...
 - Lowers threshold

SITUATION UNTIL 5 YEARS AGO

Mobility of senior academic staff (ZAP)

- Extremely mobile senior academic staff but mostly short trips
- Educational mobility much less than Research mobility
- Mainly based on individual, thematic networks
- Only fraction of staff mobility is captured
- Very limited structural funding: mainly through project resources
- Institutional or external funding: considered administrative burden

Mobility of junior academic staff (PostDoc/PhD)

- Less mobile
- Difficult because of lack of personal network
- Considered to be burden in publication pressure (*Write 'the book'!*)
- Knowledge on possibilities and opportunities depends on promoter
- Institutional funding: Faculty Mobility Fund

Mobility of administrative staff (ATP)

- Mobility mainly by staff working around internationalisation
- Mindset: “Why would I go there? They do things completely different over there”
- Little support for mobility by other staff members
 - Benefit?
 - Where to?
 - What while you are gone?
- Limited funding

INCREASED POLICY ATTENTION FOR STAFF MOBILITY

For Senior academic staff

- **Better capturing** mobility
- **Creating institutional support** of (individual) thematic networks
- **More flexibility** in length and type of mobility: very challenging!
“What while you are gone?” cf. very tight semester schedules for teaching
- **Rewarding** international activities throughout career
 - Evaluations
 - Promotion
 - Individualized targets
 - Job description

For Senior academic staff

- Making them **more internationally active** > internationally mobile
- Helping them in building academic network:
Mentoring project
- Rewarding international activities:
Internationalisation portfolio

For administrative staff

- **Activating** non-internationalisation international staff
- **Convincing** management/colleagues of benefit
- **Creating awareness** on international dimension of higher education



New strategy for Administrative Staff in the framework of ERASMUS+

NEW STRATEGY FOR ADMINISTRATIVE STAFF ERASMUS

Prejudices :

- Mobility mainly by staff working around internationalisation
- Mindset: “Why would I go there? They do things completely different over there”; “It’s very expensive”; “It’s a loss of time”
- Seen as tourism by managers

Solutions:

- Decision by board to expand this action and give it its explicit support + additional UGent funding
- 3x year central call for candidates coordinated by IRO
- Involvement of HR department → is part of overall training offer (such as how to organize your mail, how to manage a team, Excel...)
- Selection by IRO + HR Department
- For non-IRO staff
- Big turnout, especially by ‘unusual suspects’ (from units e.g. Infrastructure, Catering, Staff Counselling,...)

AWARENESS ENHANCEMENT

- Information session with former participants
- Call mentioned in Online Staff Newsletter
- Interviews with participants in Ghent University magazine
- 40 in 2017-2018

- UGent thematic staff weeks functions as multiplier → new contacts

USE STAFF WEEKS

- Topics of the last years
 - 2015: Preparing our students for the job market: the added value of internationalisation
 - 2016: Taking care of international students
 - 2017: Using digital tools in internationalisation
 - 2018: Challenges for students employability
 - 2019: Staff mobility in the spotlight (*Realise*)
- Use it more and more for internal professional development as well
- Triggers an “international mind-set” of staff

CONCLUSIONS

- International staff training / staff mobility = a powerful tool for professional development (when it is embedded in your HR-policy)
- Especially for junior academic staff and administrative staff
- But you can also organise it @Home (staff weeks) and use it for internal professional development

INTERN(ATIONAL) STAFF TRAINING!

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ANY
QUESTIONS
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