



**Minutes of the Student Mobility Network Annual Meeting held on 12-13 April 2010
at the University of Queensland, Brisbane, Australia**

Present:

Louise Kinnaird, <i>Universitas 21</i> (Chair)	Susan Tan, National University of Singapore
Jan McCreary, University of Queensland (Host)	Andrew Gall, National University of Singapore
Caroline Thompson, University of Queensland (half day)	Anna Martin, University of New South Wales
Holly Lawton, University of Queensland (half day)	Gail Armistead, University of Nottingham
Anneliese Berglind, University of Queensland (half day)	Kevin Lin, University of Nottingham, Ningbo campus
Chris Berry, University of Auckland	Sam Shen, University of Nottingham, Ningbo campus
Rachel King, University of Birmingham	Zhibin Jiang, Shanghai Jiao Tong University
Sandra Morris, University of Edinburgh	Jingya Dang, Shanghai Jiao Tong University
Chouwen Zhu, Fudan University	Mami Kikuchi, Waseda University
Lisa Ballantyne, University of Glasgow	Sumiko Miyafusa, Waseda University
Josephine Chan, Hong Kong University	Frank van Kampen, University of Amsterdam
JJ Park, Korea University	Willeke Jeeninga, University of Amsterdam
Jongkeun Kim, Korea University (Monday only)	Summer Spaderna, University of Connecticut
Nigel Cossar, University of Melbourne	Lisa McAdam Donegan, University of Connecticut
Alana Marriner, University of Melbourne	

Appendices

- A:** Item 2: Institutional Updates
- B:** Item 9: Draft Operational Plan (in support of the Delhi Accord)
- C:** Item 12: Trilateral possibilities
- D:** Item 14: Draft Undergraduate Research Programme Proposal

Day 1: Monday 12th April, 2010

1. Welcome by Andrew Everett

Mr Andrew Everett, Director, UQ International and U21 Manager, warmly welcomed everyone to the University of Queensland and offered encouraging words of support for the commencement of the 2010 annual meeting of the U21 Student Mobility Network (SMN). The generosity of UQ in hosting this event is greatly appreciated, particularly the support of Mr Everett and the organisation by Jan McCreary.

2. Institutional Updates

This year's annual meeting attracted a wonderful turnout with several new faces joining the familiar representatives from previous years. It was particularly pleasing to welcome representatives from two of the three institutions who will officially become U21 members during the U21 AGM in just over two weeks. Each delegate introduced themselves and gave a brief update on their institution over the past 12 months. Appendix A lists updates from several members.

3. Student Mobility Coordinator (SMC) Report, Louise Kinnaird

The SMC reported on various U21 SM items including:

- The continued success of U21 SM events such as the Summer School, URC and GRC, with numbers of participants increasing over each previous event.
- Looking at the transition from the Shanghai Declaration to the Delhi Accord, SM participation numbers were reviewed against the targets of the Shanghai Declaration, noting the problem of graduate research mobility data collection. This issue will be put to the U21 Presidents and Managers as their assistance is needed to rectify this continuing problem.
- The three new members to be admitted during the U21 AGM later this month are: the University of Amsterdam, the University of Connecticut, and the Pontifical Catholic University of Chile, which will bring the number of U21 member institutions to 24.

- With the U21 AGM being in Delhi, the SMC will meet with a few top Colleges of DU in order to get DU more involved in U21 SM activities. The relationships need to be built with individual Colleges of DU particularly for bilateral student exchange programmes to be developed.
- UBC has agreed to host the 2011 annual U21 SMN meeting. It will be scheduled to coincide with the NAFSA conference in Vancouver, with probable dates for the SMN meeting being 26-27 May, 2011.

4. Global Issues Programme (GIP), Alana Marriner

Alana Marriner, who fairly recently took on the role of GIP coordinator, gave an overview of the GIP including how it operates, which was welcomed by the many new participants in attendance. The GIP member institutions are Melbourne, UBC, Nottingham, Tec de Monterrey, Queensland and Lund, with Hong Kong on a 12 month leave of absence from the programme. There are currently 158 students enrolled in the GIP, with the most number of participants from Nottingham, Tec de Monterrey and Melbourne. Alana outlined the conditions for students to undertake the GIP and the requirements for institutions to be a part of the GIP. The programme has achieved much since 2005, including the establishment of the Academic Steering Committee, appointment of a programme coordinator, the development of a database and programme documentation. Of course, it is has not been without challenges, but interest is growing, including discussions of a possible graduate GIP.

5. The University of Nottingham's Ningbo Campus, Kevin Lin

Kevin Lin introduced Nottingham's Ningbo campus to delegates, encouraging members to consider Nottingham's campus in China when considering mobility opportunities for students. The campus is located in Ningbo University Park, a 2.5 hour bus ride south of Shanghai. The modern facilities of Nottingham Ningbo are set in beautiful, spacious surrounds of greenery with water flowing through the centre of campus. Courses are taught in English and are of the same standard and quality as courses taught at Nottingham's home campus in the UK. Staff are from Nottingham, UK, with international staff recruited according to Nottingham's standard. Students may enjoy the benefits of a University of Nottingham education, whilst experiencing life in China. Students who are after a culturally different international experience but may not have the language, should be encouraged to consider Nottingham's Ningbo campus as a world class cultural and educational student mobility opportunity. Members discussed whether Nottingham's campuses would be considered together or separately when determining exchange balances. This would be determined between members, according to preference, noting there is flexibility to enable a mutually beneficial outcome.

6. Exchange Programme Balances

This topic was raised from a query about exchange agreements and how the number of students to be exchanged under the agreement is worded. A show of hands revealed the majority of members specify the number of students to be exchanged annually in the initial agreement, then assess and adjust annually thereafter. It was also noted that allowances are often made between exchanging partners as a sign of good faith, particularly in cases where long-term imbalances are not able to be corrected.

This led to discussion on **how to promote destinations to avoid getting too far out of balance.**

Many suggestions were put forward: Institutions can promote themselves at partners' exchange/study abroad fairs. (Dates will be put on the U21 web site.) Encourage students to promote their home institution whilst on exchange. Use scholarship funds to target specific destinations. Compile a list of subjects/courses at exchange partner institutions which have been approved for past students, as a reference for future students and to assist faculties/departments to promote such destinations.

SMC: Collect exchange/study abroad fair dates from members and put on web.
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7. U21 Applicants – preferential treatment

In recognition of the importance and value of being a part of the U21 network, members often receive and provide preferential treatment. For example, Nottingham gives scholarships to every graduate applicant who completed their undergraduate degree at a U21 member institution. Such applicants are automatically granted a scholarship to the value of 10% of their Nottingham graduate course fees. Members expressed interest in rolling out this programme across the network as an incentive to keep students within U21. *(Post meeting: SMC put this to the DDoGS group during their Melbourne meeting a week later. DDoGS members responded it would have to be an individual university decision, and not a network-wide programme.)*

For exchange programme applications, the majority of members already give preferential treatment to U21 applicants. A post-meeting survey confirmed only one member still requires letters of recommendation, with all others either not requiring or waiving this requirement for U21 applicants. Furthermore, 75% of members accept U21 exchange applicants upon nomination from their home university. This is largely due to the understanding and trust amongst U21 members, particularly as the SMOs meet annually, they trust each other's judgement that only eligible and capable students are nominated. Some members have difficulty with this, particularly when it comes to language requirements, and others are unable to automatically accept applicants as it is the decision of the hosting faculty. The SMN is committed to continue working towards easing the application process for U21 members.

8. Attrition rate of exchange applicants

UQ raised this topic over concerns at the number of exchange applicants who withdraw before commencing their exchange period. Many members charge an application fee, which has helped to reduce the dropout rate and ensure only students who are serious about undertaking an exchange apply, but they still get quite a few withdrawing. Melbourne pointed out the importance of conveying to students that they should view their offer of a place on the exchange programme as a privilege and they should treat it as such. To discourage students from withdrawing, ensure students are aware that if they withdraw too late in the process, they are preventing another student from taking that place as there are many students who missed out due to there being more exchange applicants than places. The main reason for students withdrawing appears to be financial, with UQ also stating that a lack of flexibility in course structure and a lack of appropriate courses at partner institutions prevents many UQ students from bringing an exchange opportunity to fruition.

SMOs are keen to find out why students choose their exchange destination, as this information may help further withdrawals and assist in promoting less popular destinations. Once collected, this information will be shared amongst SMOs.

SMC: Create template 'student profile' proforma and include this question. (Reasons will not be published on web, but shared amongst SMOs.)

9. Operational Plan for the Delhi Accord

Since the last annual SMN meeting, much work has been done by the SMN to develop a document to follow the U21 Shanghai Declaration on Student Mobility. The result is the Delhi Accord which has been widely circulated throughout each member university, and is expected to be signed by the U21 Presidents during the forthcoming U21 AGM in Delhi, later this month. The details of specific activities to meet the aims and aspirations of the Delhi Accord are recorded in a supporting document, the Operational Plan. As the Operational Plan outlines the focus of activities for the SMN, it is important the SMOs determine the content of this document. A draft Operational Plan evolved from consultation via the SMN email list. The delegates broke into small groups to discuss the draft document and to come to agreement on the final details.

After much discussion on setting a target for increasing student exchange programme participation, all agreed on aiming for a 5% increase over the immediately preceding year's level. This is based on the level of increase over the past 4 years for an unchanging group of members, which ranged from 2.7% to 4.5%, so a 5% target will be challenging. It was agreed that setting the target as an increase over the immediately previous year is more inclusive of new members, and will be less affected by increases attributed to new members joining the network.

A few other details were discussed and agreement was reached on the content of the final draft Operational Plan. The SMC is to collect a couple of final details then the draft Operational Plan will be ready for consideration by the U21 Managers (it can not be officially endorsed until the Delhi Accord is signed by the U21 Presidents). Once the Delhi Accord and Operational Plan are in place, U21 SM activities will be reviewed annually against the targets of the Operational Plan, with the SMN to update the Operational Plan in order to ensure their activities and priorities continue to support the aims and aspirations of the Delhi Accord. The draft Operational Plan is attached as Appendix C.

10. Health, Safety and Risk Management: Reception with Guest Speaker, Brett Blacker

This year's annual meeting adopted the theme "Health, Safety and Risk Management" which commenced with a social reception at the end of Monday's meetings, the feature of which was a presentation by Brett Blacker from OSHC Worldcare. Brett spoke about Overseas Student Health Cover (OSHC) for international students coming to Australia, as this is a mandatory condition of

their student visa. Brett described alarming situations to highlight the importance of critical incident protocol & policy, including timeliness of data about such incidents, media considerations, and specific roles of student support staff in the case of such events. After hours assistance requires appropriately trained staff to give advice by phone on a wide range of issues including health and safety concerns, accommodation, transport, and counselling on anything from mental health to relationships and overseas family crisis. For university staff working in the area of international student support, the question was raised as to whether they would be able to handle any critical incident call during their allocated after hours time with the emergency phone. Delegates were left with various aspects of critical incident protocols to consider in relation to their institution's current practices.

Day 1, Monday 12th April, 2010, concluded at 6:30pm.

Day 2: Tuesday 13th April, 2010

11. Health, Safety and Risk Management

Following on from the previous evening's introduction to this year's theme, the second day of meetings focused on sharing current practices of member institutions, with the intention to improve health, safety and risk management systems across the U21 network. Delegates divided into small groups to discuss what they would like to see in a U21 best practice guide on health, safety and risk management. After much lively discussion with everyone actively participating within the small groups, members came back together to share outcomes. It was agreed that it would be impossible to develop a best practice guide for the network that would be useful to members due to the various systems and current practices of member institutions. As much interest was shown by delegates in learning what each member does in response to specific health/safety/risk management circumstances, it was agreed a survey would be far more useful. The small groups resumed to work out specific questions they would like in the survey. It is intended the questions will be answered by the SMOs as the interest is in learning how the student mobility section of member institutions responds to each item. Delegates were directed to forward their survey questions to the SMC who will collate them and send the survey out to the SMOs for completion in due course. The survey and responses will be available on the SM pages of the U21 web.

ALL: Send survey questions to SMC.

12. Trilateral exchange programme possibilities

During the first day of meetings, a sheet was sent around for delegates to write down any other member universities where demand for exchange places is greater than the number of places available. From this list, the SMC worked out possible trilateral exchange matchings and presented these to the group. In cases where two members wrote each other's names, they were directed to contact each other to increase their exchange numbers to a mutually agreeable level. It is hoped at least one of the possible trilateral matchings will develop into a trilateral exchange programme, giving all members more exchange places which are in demand by their students. It was agreed members involved in trilateral arrangements will report back to the SMN annual meetings to give an update on the success or otherwise of such programmes. A list of identified trilateral matchings is attached as Appendix D.

13. Trading unused/unwanted exchange places (an application of the 'clearing-house' model)

Following discussions on how the trilateral exchange works to give each member of the trilateral the opportunity to swap exchange places within the three members in order to increase the numbers being exchanged overall, the group discussed the possibility of extending this model across the network. That is, embracing the aim of the clearing-house model, but ensuring members (i.e. students) get the destinations they want. Each university will balance in/out exchange places with U21 overall, but not necessarily with every individual member on a bilateral basis. Such a system offers a way to make use of any long-term out of balance exchange places, as opposed to 'wiping the slate clean' and losing those places that perhaps another member could use. For example, if there was a chart of unwanted/unused exchange places, members could 'trade' their unwanted places for wanted destinations as listed on the chart. It would be complicated, but not impossible, thus allowing more students to exchange within the network and decrease the number of exchange places that are not being used at all. Whilst some members are enthusiastic about this idea, others are approaching it with caution. Members expressed interest in developing a pilot programme to see how trading exchange places could work. After the SMC has

worked through more details, members will be asked if they would like to participate in a pilot programme. The SMC will also consult with UCD's U21 Manager, Erik Lithander, as Erik was looking at developing a computer programme to handle a clearing-house style exchange programme for the network. *(Post meeting: The SMC briefly discussed this with Erik during the U21 AGM meetings in Delhi in late April, emphasising the need for consultation with the SMOs on such a computer programme. Erik reassured the SMC the clearing-house computer programme is still in the early developmental stages and the SMN will definitely be consulted as the programme develops.)*

SMC: Collate list of members' unwanted exchange places they would like to 'trade'.

14. U21 Undergraduate Research Programme Proposal

The SMC presented a draft proposal for a U21 Undergraduate Research Programme (see Appendix E). There is growing interest in undergraduate research programmes with several members already running programmes or developing them. Existing programmes of member institutions vary from practicum programmes of up to 12 months to funded summer programmes and pre-semester short-term programmes. Members are enthusiastic about a U21 undergraduate research programme and, after discussing the proposed draft, agreed on the following points:

- Offer the programme in two periods of the year, being the Northern Summer and the Southern Summer, so students may participate during the period between their academic years;
- Take two approaches to obtaining research places:
 1. Students seek out an appropriate researcher or research project on which they would like to participate; or
 2. Students apply to advertised research places as collated by the programme coordinator;
- Employ a programme coordinator to get the programme established and keep it running, as per the GIP.
- With a working party consisting of members from Queensland, Nottingham, UConn, UNSW, Melbourne, HKU, and UBC, the SMC will put together a proposal for funds (to support a programme coordinator) for the U21 Managers to discuss during their meeting in October in Shanghai. It is intended by that time to also have identified a proposed programme coordinator.

SMC: Write program proposal and request funding.

Day 2, Tuesday 13th April, 2010, concluded at 3:00pm with a group of delegates leaving to go to the Gold Coast for the APAIE conference.

This concludes the Minutes of the Student Mobility Network Annual Meeting for 2010.

Appendix A

Item 2: Institutional Updates

Members were invited to submit a summary of their institutional update on which they reported at the commencement of the meetings.

2.1. The University of Auckland: Chris Berry

- The University of Auckland (UoA) is focusing more on postgraduate recruitment, and therefore the student exchange office is looking at how it might provide overseas opportunities suitable for postgraduate students.
- A proposal is being submitted for the introduction of a Global Leadership Programme at UoA. There will be a report on progress at the next student mobility meeting in 2011.
- All inbound applications and processes are now fully on-line.
- Numbers of outbound exchange students have continued to increase, despite concerns about the impact of the recession.

2.2. University of Birmingham: Rachel King

- No institutional changes to report since the last meeting.
- An institutional-level Mobility Review is under way and we hope that this will enable greater participation in U21 mobility.

2.3. University of Connecticut: Lisa McAdam Donegan and Summer Spaderma

- UConn is the top ranked public university in New England and ideally situated between New York and Boston.
- UConn is developing an international strategy that includes expanding student mobility and exchange opportunities.
- As new members of U21, we are looking forward to establishing new relationships resulting in more student and institutional mobility.
- UConn has had a change of leadership in the new president and upper-level administration who are focusing on internationalizing the campus by setting goals to increase study abroad numbers to 30% of undergraduate students.
- There are new initiatives for increasing internationalization across academic departments and establishing curricula based on areas of excellence like Human Rights, Business, and Engineering.
- The UConn Office of Study Abroad works with outgoing students, faculty, and incoming exchange students.
- UConn offers a unique campus environment with 85% of students living on campus in dormitories and apartments.

2.4. University of Edinburgh: Sandra Morris

- In line with the University's new strategic plan for internationalisation we have now appointed International Deans in key countries to help develop and deliver the Strategies objectives with focus groups to support their work.
- We have recently opened a University of Edinburgh office in Mumbai to develop links in India and to support our current operations in the country.
- The Mobility section has recently launched a new website - <http://www.ed.ac.uk/schools-departments/international-office/exchanges/>
- The Mobility section has created a very small number of Summer School scholarships to encourage students to undertake alternative forms of study abroad. If this project is successful then we hope to be able to extend it to other forms of overseas activity such as volunteering abroad.
- We have appointed a temporary new member of staff to help us promote study abroad at the University of Edinburgh.
- The number of students participating in our exchange programmes has increased by about 15% (from 2009/10 to 2010/11). We had a 40% increase in exchange applications from the College of Humanities and Social Science.
- We have developed a new programme which will allow non-native English speakers to undertake a proportion of their studies at the UoE in our Institute for Applied Language Studies

(English Language for Academic Purposes). Depending on the student's language ability (tested on arrival) a student can take English language courses combined with standard study programmes.

- The University's Global Horizons Programme has recently been expanded and provides a huge programme of social, academic and information events which celebrate the University's international and cultural diversity. (7,000 international students out of a total of 27,000 students)
- The University has launched a new website "Edinburgh Global" to provide information about its international activities. It is still in its infancy but will eventually be a dynamic site with lots of information for prospective students and partners: <http://www.ed.ac.uk/about/edinburgh-global>
- The Mobility section is in the process of developing a new online system to manage its outgoing student exchange programmes. We anticipate that the new system will be operational in the early autumn.

2.5. University of Glasgow: Lisa Ballantyne

- Glasgow has new principal with renewed focus on internationalisation and mobility as key strand of that.
- outward mobility encouraging increase especially to Asia
- signed exchange and study abroad agreement with and visited Ningbo
- automatic CAS issued to one year students and to six month students on request
- looking forward to investigating the logistics of tri lateral exchange
- welcome work on safety policy

2.6. University of New South Wales: Anna Martin

- UNSW is reviewing its international strategy and Global Education is one of the main areas of focus.
- The Global Education Office is responsible for managing the formal Student Exchange Programme, including both International Exchange and International Degree Overseas Placements along with developing short term programmes. There is a big push to double numbers by 2015. This does not include Study Abroad as they are a separate office.
- There have been quite a few staff changes. I have recently been appointed as Associate Director, Global Education Office and Student Exchange and will focus on the management of the formal student exchange programmes, the management of MOUs and Student Exchange Agreements, along with being the principle contact for the Universitas 21 Student Mobility Programmes. I am in the process of reviewing policies for establishing new exchange agreements and other MOU relationships. If anyone can share their policies on this, it would be greatly appreciated.
- The Coordinator position is currently being advertised. We have student Advisor for Asia and a separate Advisor for Europe and Latin America.
- We have a New Associate Director, Global Education Programmes – Michelle Kofod. The focus for her is 2010 developing a Global Education Portal, enhancing existing programmes and developing new initiatives in global education including:
 - ◆ Global Education Courses
 - ◆ Volunteer Abroad
 - ◆ International Internships
 - ◆ Practicum Exchange Programme: The focus for 2010 will be to target UNSW student outgoing mobility
 - ◆ Summer Courses

2.7. Waseda University: Mami Kikuchi

- Global 30
 - ◆ The Ministry of Education, Culture, Sports, Science and Technology (MEXT) in Japan launched a project called "Global 30" (G30) in late 2009. The main aims of the G30 are: establishing degree courses/curriculums that are conducted in English (both in undergraduate and graduate schools), creating a more internationalized environment for researchers and increasing the numbers of students from/to overseas. Plans for the Universities include expansion of English only classes over the next 5 years, enhancement of systems for receiving/hosting international students, such as support in studying and proving Japanese corporations.

- ◆ G30 selected a total of 13 universities to accept students from overseas and serve as bases for the internationalization of all Japanese universities, and Waseda University was selected as one of the 13 institutions.
- ◆ At Waseda, the following three faculties are joining this project: Faculty of Political Science and Economics, Faculty of Science and Engineering and Faculty of Social Sciences.
- OECD
 - ◆ Internship: Organization for Economic Co-operation and Development (OECD) and Waseda University signed the Waseda OECD Internship Agreement on April 7, 2008. Waseda University sends maximum 5 students to OECD in Paris, France every year.
 - ◆ Lecture Series: In Waseda, OECD lecture series will be starting on May, 2010. We invite guest speakers from OECD, Tokyo Center and Paris. Hopefully, many students will be interested in global issues, human resources and economics through this lecture series.
 - ◆ Carrier Seminar: Waseda University holds an International Organization's Carrier Seminar by OECD, World Bank (WB), and International Monetary Fund (IMF). A person in charge comes to Waseda and explains work contents for these organizations. Participants do not only include graduate students, but also undergraduate students and faculty.

2.8. National University of Singapore: Andrew Gall and Susan Tan

- The International Relations Office (IRO) restructured in January 2010 to meet the changing mobility needs among undergraduate students and to support NUS's internationalization strategy. The restructure of the office changed the organization of staff from a geographical based operation to a more functional based operation. The new sections within IRO include the Director's Office, Global Education (SEP and double-degree programmes), Global Opportunities (internships, summer programmes, research programmes), Global Alliances and Networks, Business Systems and Admin, and Marketing and Communications. The hope is that moving towards a more function based organization IRO will be able to better serve the students, faculty, and staff at NUS and our external partners.
- University Town is a new living and learning environment at NUS that will open in 2011. The diverse student community will comprise a good mix of local and international students from around the world. The students will come from all disciplines, in Science, Technology, Arts, Humanities and Social Sciences. The undergraduate students staying in the residential colleges will take a number of modules in their Colleges, including freshmen seminars, senior seminars as well as special programmes. They will also have an opportunity to interact with top scientists in University Town, as well as to pursue undergraduate research opportunities with them. Our Campus for Research Excellence And Technological Enterprise (CREATE), which is launched by the National Research Foundation will create opportunities for NUS students to interact, engage and pursue research opportunities with the world's top minds.
- The Global Asia Institute comprises of five integrative research clusters that are being developed at NUS: Finance & Risk Management, Integrative Sustainability Solutions, Biomedical Sciences & Translational Research, Ageing, and Cross-Cluster Programmes. The research clusters are largely supported by competitive research funding with some seed funding. Each cluster pursues globally competitive research, with an appropriate Asian focus. The clusters will also provide unique opportunities for students to learn more holistically, in a highly collaborative environment.

Appendix B

Item 9: Draft Operational Plan (in support of the Delhi Accord on U21 Student Mobility)

Showing resulting agreed amendments.

I. Purpose

This Operational Plan outlines how the member institutions of *Universitas 21* intend to meet the objectives and aspirations of the Delhi Accord on *Universitas 21* Student Mobility ("Accord") and should be read in conjunction with the Accord. This document has been prepared by the *Universitas 21* Student Mobility Network in consultation with the *Universitas 21* Managers and will guide local application of the Accord.

II. Activities and Practices

We will seek to pursue the objectives of the Accord through a variety of student mobility activities and practices which include, but are not limited to:

1. Undergraduate and graduate student exchanges and periods of study abroad at *Universitas 21* member universities;
2. Research, higher degree and doctoral student mobility programmes;
3. Combined study-work experience placements, internships, volunteering and service learning;
4. Undergraduate research programmes;
5. Short term training, study tours and international engagement activities, including the *Universitas 21* programmes: *Universitas 21* Summer School, *Universitas 21* Undergraduate Research Conference, and *Universitas 21* Graduate Research Conference;
6. Virtual exchange opportunities including those afforded by e-learning across *Universitas 21* members such as the *Universitas 21* Global Issues Programme;
7. Other collaborative engagement activities on international issues and global citizenship such as participation in jointly developed and flexibly delivered award course programmes which may include mobility options;
8. Annual meetings of the Student Mobility Network during which best practice protocols for student mobility are shared and developed, which relate to the meeting theme. The adopted theme may be in reaction to current world events or related to *Universitas 21* network-wide themes; and
9. Cooperation and collaboration with other *Universitas 21* collaborative groups.

III. Goals

By the end of 2012, within the capacity of the resources available for such purposes at each university and collectively, members will aim to implement activities and practices to achieve the following goals:

1. Student exchange programmes
 - 1.1. To increase the number of students participating in traditional exchange programmes by 5% over the number of participants of the immediately preceding year ;
 - 1.2. To collect information to identify member universities who may be suitably matched in order to implement at least one additional multilateral student exchange programme;
 - 1.3. To list the range of restricted programmes of each member institution, indicating the level of access for incoming exchange students, and making the list accessible through the *Universitas 21* website, to be updated annually;
 - 1.4. To have (specify number?) members admit incoming *Universitas 21* exchange students based on their nomination by their home university, subject to their meeting any language and course prerequisites and the availability of places for the subjects in which they are seeking to enroll; and
 - 1.5. To continue to examine the barriers to student mobility and look to each other for solutions through benchmarking exercises to enable broader engagement of students.
2. Short-term student mobility programmes
 - 2.1. To broaden mobility opportunities by collating information from member institutions on existing programmes which are open to *Universitas 21* students, such as
 - i. Service learning and volunteering programmes;
 - ii. Intensive, short-term, credit-bearing programmes; and
 - iii. Summer and Winter programmes;

- 2.2. To investigate options in relation to the development of a combined virtual/physical exchange programme, which would draw on the strengths of member universities; and
- 2.3. To engage at least one faculty or disciplinary grouping in discussions with the Student Mobility Officers on developing a collaborative *Universitas 21* student mobility opportunity appropriate to their discipline.

3. Research mobility

- 3.1. To develop an undergraduate research programme and implement a pilot programme; and
- 3.2. Subject to the implementation of a system to collect graduate research mobility data, set targets for the annual number of graduate research mobility participants across the network for each subsequent calendar year.

4. Best practice and quality standards

- 4.1. To adopt a theme for each annual Student Mobility Network meeting with the outcomes of discussions resulting in *Universitas 21* standards of excellence in student mobility practices on the particular theme;
- 4.2. For each Student Mobility Officer to circulate the resulting student mobility best practice guide to relevant members of their university, so they may assess their own practices against *Universitas 21* best practices in student mobility and, where feasible and practicable, move to review their practices to those of *Universitas 21*;
- 4.3. To engage the wider *Universitas 21* community in the development of quality standards and best practice as applicable to each year's nominated theme; and
- 4.4. To undertake at least one conference presentation on some aspect of best practice in *Universitas 21* student mobility thereby promoting *Universitas 21* as an internationally recognizable mark of quality for student mobility.

5. Support for student mobility

- 5.1. Within the resources available to each university, to have at least 50% of member universities provide *Universitas 21* scholarships/bursaries to encourage students to participate in *Universitas 21* mobility programmes;
- 5.2. To have all member universities recognize participation in *Universitas 21* mobility programmes by recording details on academic records of individual students or awarding certificates of participation; and
- 5.3. To explore the possibility of developing a *Universitas 21* visiting programme for staff engaged in student mobility as a means of increasing valuable knowledge through first-hand experiences of *Universitas 21* member institutions in order to better promote *Universitas 21* mobility programmes within both the home and host member universities.

6. Management of student mobility

- 6.1. The *Universitas 21* Managers undertake to support the *Universitas 21* Student Mobility Officers or a suitable representative to attend the annual Student Mobility Network meeting;
- 6.2. The *Universitas 21* Managers undertake to provide sufficient resources to enable the Student Mobility Officers to implement the goals herein; and
- 6.3. The Student Mobility Network will undertake to explore the idea of producing a periodic newsletter dedicated to student mobility as a means of improving the dissemination of information about student mobility within *Universitas 21*.

IV. Review

The *Universitas 21* Student Mobility Network will review this Operational Plan on an annual basis, making amendments as appropriate to ensure proposed actions continue to meet the intended outcomes, based on the objectives of the Accord.

The *Universitas 21* Student Mobility Coordinator will submit an annual report on student mobility activities to the *Universitas 21* Presidents, with periodic updates during the year for the *Universitas 21* Managers.

Appendix C
Item 12: Trilateral Possibilities

After collecting information from members before, during and just after the Brisbane meetings, the following three or four tri-lateral exchange arrangements appear possible. This is slightly different to what was put on the board during Tuesday afternoon's meeting. Any member interested in pursuing any of these, should make contact with the other parties involved. You may just want to undertake the trilateral option on a one-off basis or as a trial for a couple of years. Whether it is a one-off or longer term, it will still result in more places for your students.

There are 3 or 4 possible trilaterals identified to date. Three if the first option listed in 3 is chosen, and 4 if the second option is followed.

These are listed in order of university A – B – C, being A sends to B, B sends to C and C sends to A.

1. UVA – UCD – Auckland
2. UBC – Korea – Edinburgh
OR UBC – Korea – Glasgow
OR UBC – Korea – UCD
OR UBC – Korea – HKU
OR UBC – Korea – Amsterdam
3. HKU – Birmingham – McGill
OR HKU – Edinburgh – McGill AND HKU – Birmingham – UNSW

For further information on how to set up a trilateral and how it works, you may wish to call on the members of the current trilateral arrangement as it is working quite successfully: Auckland, Edinburgh and Melbourne.

Appendix D

Item 14: Draft Undergraduate Research Programme Proposal

Goals

- To increase undergraduate engagement in international research activity through a subset of U21 members;
- To reduce reliance on bilateral agreements for U21 student mobility as per clause 1.5 of the Shanghai Declaration on Student Mobility; and
- To encourage students to stay within the U21 network for their graduate studies.

Opportunity

6 to 12 week research placements during northern and southern hemisphere summer terms (May to August in the north or November to February in the south). As research activity runs independent of course scheduling, students could participate in research projects on their home university schedules. Members indicating an interest in participating: UBC, UVa, Melbourne, Tec, UNSW, UQ, McGill, Edinburgh, UCD, and HKU.

Students

High-level undergraduate students who have successfully completed at least 2 years of their undergraduate studies and are interested in continuing their studies at the graduate level. (Other criteria? As per each home university's exchange criteria ?)

Summary of Programme

URP = Undergraduate Research Programme

Programme champions will actively seek potential research project hosts within their own university through promoting the Undergraduate Research Programme. Interested researchers and PhD candidates who are able to host students will be given the 'Guide for Host Researcher' (to be developed).

Host researchers submit details of their project and available research places to the URP Coordinator who puts the information on a URP web page, on the U21 web site. The URPC notifies members of new listings via the Student Mobility email list whose members promote the URP through relevant channels of their university.

Interested students follow instructions on the URP web page. Information includes details of the research project and application procedure (to be developed). Students submit their application directly to the specific research project host. Host researchers choose their student/s and notify the URPC who notifies all students with the outcome of their applications, including additional information, as necessary, for the successful applicants.

At the conclusion of the research placement period, host researchers will complete an evaluation report and students will submit a completion report.

The URP Coordinator will undertake tasks as per those listed in the 'Guide for URP Coordinator' (to be developed), such as maintaining the URP web page information, student placements, reporting on participation numbers, and tracking students once they complete the URP (rate of those who undertake graduate courses, and location: home, host, another U21 member, or a non-U21 member university).

Drafts/templates to be developed for:

1. Research Project Place Listings
2. Application details and form
3. Guide for Host Researcher
4. Guide for URP Coordinator
5. Completion report (student)
6. Evaluation report (host researcher)
7. Web page for URP

Working party:

SMC and members from Queensland, Nottingham, UConn, UNSW, Melbourne, HKU, and UBC

SMC: Update according to meeting discussions (Item 14). Submit to Managers for discussion at Shanghai meeting.
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