

Theme C

Effective Internal Communication among University Staff Working on International Activities



Title:

Towards ITB as Entrepreneurial University: Challenges in the Implementation of International Programs

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²Vice Rector for Research, Innovation and Partnerships, Institut Teknologi Bandung, INDONESIA.

Abstract

Starting from 2015, ITB is moving toward an entrepreneurial university with three main identities, i.e. excellent in education, excellent in research and excellent in innovation. In order to be able to reach its goals, international collaborations in research, education and innovation is a must, and obviously ITB has to collaborate with many international institutions, either universities, business entities, governments or other related stake holders.

In managing such collaborations, the Office of Vice Rector for Research, Innovation and Partnerships, and the Office of Vice Rector for Academic and Student Affairs is responsible in drawing a strategic programs and planning, and the Directorate of Partnerships and International Relations is to implement the program, in term of initiating and facilitating international co-operation, drafting MoU and MoA, facilitating communication with counter-parts, arrange meetings, developing mobility programs etc.

Facilitating international co-operation is quite a big challenge since by nature there will be a lot of interaction between units. For international academic activities there are Admission Office, Registrar Office, Language Center and Faculty/ Schools; for research there are Research and Innovation Centers of ITB and Research Group in the Faculty/ Schools. Other services, such as dormitory unit, health services, visa and stay permit service are also important.

To build an effective interaction between university staff involved in international programs, apart from a proper qualification, several criteria must be met: the staff should have passion in international collaboration, should have passion in providing excellent services and willing to walk an extra mile to solve problems that may arise.

Several information system has been an is being developed, such as research information system, admission system, and partnership system which will enable the executive to monitor in real time the actual situation, enable administration staff to access information from different unit quickly, and create a clear standard operating procedures.

CV

Dr. Tatacipta Dirgantara is an Associate Professor in the Faculty of Mechanical and Aerospace Engineering, has involved in many international academic programs and cooperations in ITB since 2004, such as

- AUN-Seed Net program, as Program Administrative Officer, in which ITB host Master and PhD Program in Mechanical and Aerospace Engineering, and now in Energy, Environment and Disaster Mitigation (2004 – now)
- Development of Internationalization Program of ITB through Institutional Grant Program from Ministry of Education and Culture (2008 - 2010)
- Vice Director of International Relations (2010 – now) with responsibility of initiating and facilitating international co-operations, managing International Relations Office (IRO) and foreign student services, developing student mobility and other international academic programs.



Towards ITB as Entrepreneurial University: Challenges in the Implementation of International Programs

Tatacipta Dirgantara
 Vice Director of International Relations
 Directorate of Partnerships and International Relations

Vision

- To become an outstanding, distinguished, independent, and internationally recognized university that leads changes to improve the welfare of the Indonesia and the world

Mission

- To innovate, share, and implement science, technology, arts, social sciences and humanities and to produce excellent human resources for better Indonesia and the world.

ITB 2015-2020 is moving towards an Entrepreneurial University

Excellent in Education

Excellent in Research

Excellent in Innovation

In order to be able to reach its goals, international collaborations in research, education and innovation is a must, and obviously ITB has to collaborate with many international institutions, either universities, business entities, governments or other related stake holders.

ITB International Collaborations



Offices of Vice Rector are responsible to draw strategic programs and planning

Vice Rector for Research, Innovation, Partnerships

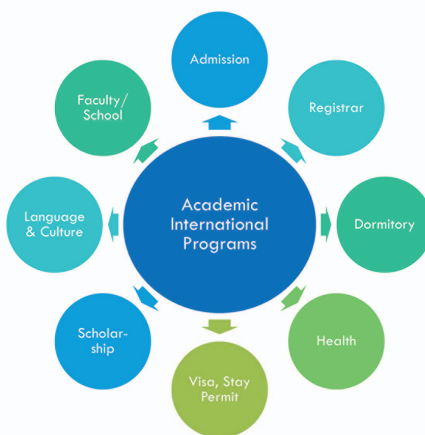
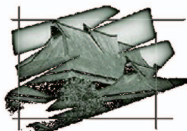
- Research, Community Services
- Innovation & Entrepreneurship
- Partnerships & International Relations

Vice Rector for Academic & Student Affairs

- Academic Programs at Faculties/ Schools
- Student Activities
- Language Center

Directorate of Partnerships and International Relations is to implement programs related to partnerships and international relations, in term of initiating and facilitating international co-operation, drafting MoU and MoA, facilitating communication

with counter-parts, arrange meetings, developing international student mobility programs, developing joint academic programs, coordinating services for foreign students, etc



Facilitating international co-operation is quite a big challenge since by nature there will be a lot of interaction between units. For international academic activities there are Admission Office, Registrar Office, Language Center and Faculty/ Schools; for research there are Research and Innovation Centers of ITB and Research Group in the Faculty/ Schools. Other than that, foreign students services, such as dormitory unit, health services, visa and stay permit service are also important.

To build an effective interaction between university staff involved in international programs, apart from a proper qualification, several criteria must be met: the staff should have passion in international collaboration, should have passion in providing excellent services and willing to walk an extra mile to solve problems that may arise

Several information systems have been and are being developed, such as research information system, admission system, registrar system and partnership system which will enable the executive to monitor in real time the actual situation, enable administration staff to access information from different unit quickly, and create a clear standard operating procedures.

Smartphone Communication Apps (such as Whatsapp, Line, etc) are now also become an effective platform for communication and sharing information quickly. Several communication groups were created, such as group of Vice Rector and directors, group of International Collaboration Coordinators at Faculties and IRO, group of the head of academic program, Group of Researchers



In Harmonia Progressio



Title:

Inter-Departmental Cooperation : A Way to Promote Chulalongkorn University's International Activities

Chayada BINHASUN

Office of International Affairs and Global Network, CHULALONGKORN UNIVERSITY

Abstract

Internal communication is one of the most important factors that contributes to the success of an organization. The degree of achievements when different departments or units in a university or any work segment cooperate, is greatly linked with the success in inter-departmental communication. Communication between various departments helps to build a strong community and leads to outstanding results of the employees' performance. Effective internal communication means that a message is delivered, processed, received and retained.

To achieve effective internal communication, you must be aware that communication is a dialogue, not a monologue. It is a two-way communication between a speaker and a listener. An organization must not limit itself to only a top-down communication but must also extend to include a bottom-up communication. Communication between employees is very often far more powerful than any communication between an employer and an employee. The up, down and across communication policy will also help to enhance new ideas from different units in your organization, which will lead you to achieve a better result of your goal.

However, one of the most challenging points in undergoing internal communication is deciding how to best communicate your message with the audience within your organization. In order to gain effective internal communication within Chulalongkorn University (CU), we use the aforementioned practices to help us achieve the goal that we have set in our mind.

CV

Chayada has been working as a Liaison Officer, Office of International Affairs and Global Network at Chulalongkorn University since 2011. She supports the university's internationalization efforts, with a particular focus on collaborating with foreign universities, foreign organizations and internal units at Chulalongkorn University on matters related to foreign affairs to ensure a fruitful and mutually beneficial relationship with partner universities such as organizing special lectures in various fields, international conferences, meetings, seminar, visit and cultural activities. She was graduated in B.A. English from the Faculty of Arts, Silpakorn University, THAILAND and M.A. in Translation from Faculty of Arts, Chulalongkorn University.

INTER-DEPARTMENTAL COOPERATION: A WAY TO PROMOTE CHULALONGKORN UNIVERSITY'S INTERNATIONAL ACTIVITIES

Chayada Binhasun, the Office of International Affairs and Global Network, Chulalongkorn University

How to gain effective communication in Chulalongkorn University

Content Clarity

- **Goals to achieve:** activities, number of participants, time saving and strengthening the bond between units
- **Resources needed to achieve the goals:** financial resources, human resources, physical resources and time
- **Strategies used to achieve the goals:** planning and effective time management

Communication Method

- **Verbal:** phone and face-to-face conversation
- **Written:** document, letter, memos, fax and email
- **SNS:** Facebook group/page and messaging application

Audience

Administrative Board, Director, Team Leader, Professors, Experts, Staff and Students

Constant Communication

- Follow-Up
- Keeping people involved up to date

Analyze and Review

- Reviewing through the results
- Problems and solutions
- Things to be improved

International activities



- Collaboration between
1. The Office of International Affairs and Global Network, CU
 2. The Faculty of Arts, CU
 3. The Faculty of Commerce and Accountancy, CU
 4. The Tohoku University Student Exchange Division

01 Tohoku Summer Program

Goal: To enable Tohoku University students to explore Thai language, culture, economy and business management

02 Survival Thai Language Course

Goal: To teach basic Thai language and culture, focusing on the spoken language used in everyday life to CU foreign students

03 Online Survival Thai Language Course (Pilot Project)

Goal: To teach basic Thai language and culture, focusing on the spoken language used in everyday life to CU foreign students



- Collaboration between
1. The Office of International Affairs and Global Network
 2. The Faculty of Engineering
 3. The CU Learning Innovation Center

04 International Central Admission for Foreign Students

Goal: To facilitate full-time foreign students in applying to a CU International Undergraduate Program via the online system



- Collaboration between
1. The Office of International Affairs and Global Network, CU
 2. The Faculty of Arts, CU
 3. Sumaa Language and Culture Institute

05 Orientation for Foreign Students

Goal: To provide information on rules, regulations, facilities and services of Chulalongkorn University



- Collaboration between
1. The Office of International Affairs and Global Network
 2. The Office of Student Affairs
 3. CU i-House

06 CU International Night and Cultural Performance

- Goals:**
1. To provide an opportunity for foreign faculty members, researchers, staff and students from different Faculties, Colleges and Institutions to get to know each other
 2. To give them a venue for cultural exchange



<https://www.cas.chula.ac.th/admission>

- Collaboration between
1. The Office of International Affairs and Global Network
 2. The Office of Academic Affairs
 3. 13 International Undergraduate Programs



- Collaboration between
1. The Office of International Affairs and Global Network
 2. All CU Faculties

07 Chula Goodwill Ambassador (CGA)

Goal: To train a group of selected students to serve as student ambassadors, who can help the OIA and other CU work units in welcome and accommodate foreign guests from partner universities or international organizations and who can also work as supporting staff in international activities when needed



- Collaboration between
1. The Administrative Boards
 2. The Office of International Affairs and Global Network
 3. All CU Faculties, Colleges and Institutions



Title:

Internal Communication and Its Achievement: A Case Study of Chiang Mai University

Woraluck Suteerawantana

Chiang Mai University

Abstract

Communication is one of the most dominant and important activities in an organization. Internal communication is essentially a management discipline facilitating strategic communication between leaders, managers and employees.

The International Relations Office – IRO serves as an information hub and service facility in the field of internationalization and international relations, building and maintaining good relationships, ultimately between institutions and nations, but starting with individuals and smaller groups. IRO acts as a distribution channel for information to the university's teams and is a supplier of information to leaders, facilitating "knowledge sharing" , setting out controls and routines which are both influenced by and can influence the internal corporate culture of the university. Utilizing the advancement in technology, Chiang Mai University, has found ways to enrich communication with International Relations staff through digital and social media which facilitates two-way dialog. We have also created a CMU-IR Network to facilitate interpersonal and horizontal communication which is focused on day-to-day activities. This method can develop trust, reduce uncertainty, avoid conflicts, help to coordinate activities to achieve goals and positively change the attitude of the staff members. In addition, we have also set up a regular communication between leaders, managers and employees with direct communication on issues of importance. It is proved that internal communication can be beneficial in building a long-term relationship between management and employees thereby achieving greater profit for the University. The Internal communication system not only disseminates the corporate vision, but also helps the employees to transform information into action. In addition, it also helps to establish clear expectations for staff, builds strong relationships, stimulates new ideas and innovation, leads to strong teamwork and the ability for all Chiang Mai University staff at all levels to work together to achieve the university's goals.

CV

NAME: Ms. Woraluck Suteerawantana **POSITION:** Director, International Relations Division

PLACE OF WORK: Chiang Mai University Office **YEARS WITH FIRM:** 28 years

EDUCATION

1999-2001 M.S. in Library Science and Information Technology, Faculty of Humanities, Chiang Mai University

1984-1988 B.Sc. in French (Honors), Faculty of Humanities, Chiang Mai University

EMPLOYMENT RECORD

2014 to-date Director, International Relation Division

2006-2014 Secretary, Faculty of Business Administration, Chiang Mai University

1992-2006 Administrative Officer, Multiple Cropping Center, Chiang Mai University

HONORARY ACHIEVEMENTS:


2016 Outstanding Alumni, Wattanothaipayap Secondary School

2000 Outstanding Civil Servant Award, Thailand

1999 Outstanding Staff Member Award by Faculty of Agriculture, CMU

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Mobile: 66-89-6323705



Internal Communication and Its Achievement: A Case Study of Chiang Mai University

Ms. Woraluck Suteerawantana
Director of International Relations Division, CMU

Introduction:

Role of Communication towards organization

Communication is one of the most dominant and important activities in an organization. Internal communication is essentially a management discipline facilitating strategic communication between leaders, managers and employees. Effective internal communication ensures that employees are committed to achieving organization goals, thereby improving productivity and performance. Nowadays organizational leaders and managers first develop strategies to achieve goals, construct appropriate messages and then transmit them through various channels to stimulate discussions among employees and members.

www.cmu.ac.th



International Relations Office key responsibilities

- Build and maintain good relationships.
- Act as an information distribution channel for the university's teams
- Be a supplier of information to senior managers or leaders, to facilitate "knowledge sharing"
- Set controls and routines which are both influenced by and can influence the internal corporate culture of the university.







CMU: University of Excellence, Where Nature Nurtures Beautiful Intelligence

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Internal Communication types and tools used at Chiang Mai University

Types	Channels	Receivers	Message	Frequency
Macro Approach	- Formal Meeting - Annual Seminar	- Senior leaders and International Relations staff members - International Relations staff members (CMU-IR network)	- New vision of CMU and international strategies - Update on achieving goals and activities	- Special occasion - Every year
Micro Approach	- Professional Development & Training - Small Group Meeting - KM, Knowledge Sharing	- IR staff members (CMU-IR network) - IR staff members (Within Division)	- Topics related to the International Relations field - Exchange status reports and discuss problems - Progress reports	- Every quarter - Every month




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Individual Approach


Types	Channels	Receivers	Message	Frequency
Individual Approach	- Interpersonal Communication	- Specific target groups (CMU IR staff members) by CMU-IR Network	- Daily communication via e-mail, telephone, fax, smartphone, public social sites: Line group, Facebook, central resource website, etc. to maintain suitable up-to-date and simple messages where there is no risk of misunderstanding	- Everyday

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Example internal communication activities at CMU

Customer Ambassadors

The more staff members know about the university's goals, its culture, its products and services, and its response to any negative issues, the better job they can do when serving as ambassadors to the community, their friends, relatives and other business connections. International Relations staff members who feel they have a strong, positive relationship with their senior leaders and trust the information they receive from their senior leaders will be more likely to share that information with others. They can be a highly valued and trusted source of information about university and its products and services.

Strong Teamwork

Organizational communication will lead to strong teamwork and the ability for International Relations staff members at all levels of the organization to work together to achieve the university goals. In addition, effective organizational communication will provide them the knowledge, structure and positive work environment they need to feel comfortable dealing with conflict and resolving issues effectively.

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Lesson learned from internal communication

Clear Expectations


Internal communication helps to establish clear expectations for staff members which will convey how their performance will impact the university and give them an indication of what they need to do to achieve positive feedback. For stakeholders, clear communication can help manage their expectations about service issues or even about how best to interact with the university.

Strong Relationships

Effective communication builds strong relationships. Trust and loyalty are key factors in any relationship and both are boosted by communication that is focused on meeting individual needs, conveying important information and providing feedback - positive and constructive.

Ideas and Innovation

Open channels of communication can lead to new ideas and innovation in a number of areas. International Relations staff members who understand what's important for achieving the university's goals can focus on making improvements and spotting opportunities for innovation that can help further success. Stakeholders also can be a source of great ideas to help improve products and services.



In summary, effective internal communication has an impact on Chiang Mai University, as it can :

- Advance strategic priorities and key messages of the institution
- Create and strengthen a sense of community and connection to the institution
- Improve morale, feelings of worth, being heard/validated by management
- Empower faculty, staff and graduate employees to become brand advocates. An employee can become an ambassador and defender of the university brand.
- Improve the quality of work and service that the university supports
- Promote a sense of equity among the university's workforce across all levels

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Title:

Effective Communication between Central and Faculty's International Office within Thammasat University

Jutasri WONGCHAWALIT

Thammasat University

Abstract

Thammasat University is a Thai public university where its administration is effected by the regulations of Thai authorities. Previously, official communication both internally and externally was conducted through the basis of hierarchy administration paper. When information needed to be disseminated, it must have been approved by higher level of administrators. This process may help preventing and screening any mistake that may occur. However, the lengthy process may also affect the effectiveness of communication which resulted in missing of opportunities behind the deadline for concerned parties.

Even though currently Thammasat University has been granted more authority to supervise its entire management as it was transformed from a government university to an autonomous public university, complicated process of communication still remains at certain level. In order to improve the effectiveness of communication among university staff, additional strategy plus strong commitment will become necessary.

To alleviate the effectiveness of communication process within Thammasat community especially between central and faculty's International Office, this poster presentation is proposing four communication strategies namely

- 1) Focusing on developing the collaboration between the IRO
- 2) Expanding the communication channel
- 3) Minimizing the logistic working process
- 4) Summarizing information into a short newsletter to help deliver important message to the right person.

CV

Ms. Jutasri WONGCHAWALIT

Education background LL.B. Thammasat University, Thailand

Professional Experience

Thammasat University, Thailand Oct 2014 – present

International Affairs Coordinator (Coordinator for Japan)

- Coordinate with international affairs staff from partner universities in Japan regarding incoming and outgoing exchange students
- Advise outgoing students on student exchange opportunities in Japan
- Arrange the selection process of outgoing students
- Advise and assist incoming students on every aspect of student exchange in Thailand including visa, housing, everyday life and academic matters
- Coordinate with the programs/faculties' International Office on student exchange process for both incoming and outgoing.
- Liaising with the immigration office and other governmental section to solicit the accurate information on visa process



Effective Communication between Central and Faculty's International Offices within Thammasat University

Background



- Thammasat University is a public university, works under the laws and regulations of the government
- All official announcements communicate through paperwork
- Lengthy process, require approval based on organization hierarchy resulting in delay communication

Proposed Communication Strategies



Update

Arrange regular meeting among IROs in order to update information, review problems and find agreed solutions



Template

Shorten working process by creating form for routine works



Network

Build communication networks through intranet system and social medias



Summarize

Summarize university policies and announcements and publish as a monthly newsletter

Title:

Internal Cooperation on the POSTECH Bilingual Campus

Kiljong Yoo, Monica No

International Relations, Office of Planning, POSTECH.

Abstract

In 2010, POSTECH declared itself to be a Bilingual Campus (BC), enabling all members of the university to communicate without language restrictions -- in both English and Korean. Since then, with the main focus to help international members engage in research, teaching, and learning without language barriers, all official events, announcements, documents, etc. are offered and conducted in both languages.

To support such activities and enhance the overall quality of the translations, International Relations provides a Bilingual Campus Database Website that has approximately 1,000 sample documents and keyword translations from Korean to English and vice versa. International Relations also has professional personnel who monitor the overall function of the Bilingual Campus, mainly supervising university-level events such as the inauguration and commencement ceremonies, and cooperating with departments in order to provide a seamless collaborative platform.

The Bilingual Campus also concentrates on bilingualizing documents to be archived such as official university regulations and faculty meeting minutes to provide accurate information for university members.

International Relations' bilingual support will continuously pull down the language barriers for not only the international members, but for all members of the university to communicate without any inconvenience, facilitating an environment equal to universities abroad.

CV

Mr. Kiljong Yoo, Program Coordinator, International Relations, Office of Planning, POSTECH

- B.A in English Education & Global Studies, Pusan National University, 2012
- Joined POSTECH in October, 2012
- Responsibilities:
 - In & Outbound Student Mobility, Interactions with Europe, National Scholarship Programs

Ms. Monica No, Program Coordinator, International Relations, Office of Planning, POSTECH

- B.A. in Political Science and International Studies, Yonsei University, 2014
- Joined POSTECH in June, 2014
- Responsibilities:
 - International Visitors and Executive Administrators' Overseas Business Support, (Outbound) Summer Sessions, Interactions with Asia, Oceania, and Africa, Internships, IR Homepage & Facebook Management

Internal Cooperation on The POSTECH Bilingual Campus

Mr. Kiljong Yoo & Ms. Monica No (International Relations, POSTECH)

1. Introduction to POSTECH

- The first research-oriented university in Korea established in 1986
- Students 3,497 (UG 1,381 & Grad. 2,116)
- Home to the only 3rd and 4th generation light source in Korea
- International Members: Professors 11% Graduate Students 6%, Researchers 10%

2. Bilingual Campus (BC)

Areas	Lectures, Theses, Seminars, Conferences, Events, Websites, Announcements, Forms & Brochures, Face-to-Face Communication (9 areas in total)
Goal	To help international members of POSTECH engage in research, teaching and learning without language barriers
How	To deliver all official documents and events simultaneously in Korean and English



"In order to be named as a global campus, it should be prepared as a place where foreign professors or students can come and experience little discomfort."
 Dr. Sung-Gi Baik, 5th President (2007.9 ~ 2011.8)

Examples: POSTECH Bilingual Campus

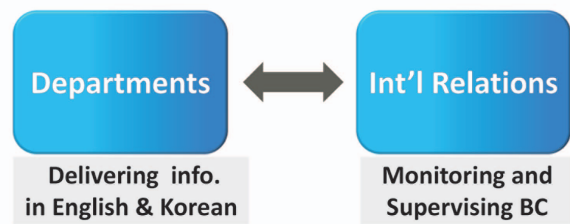
3. Internal Cooperation

a. Bilingual Campus Database Website



- The BC Database is available exclusively to on-campus IP addresses.
- Approximately 1,000 Sample Documents
- Keyword Search (Korean & English)
- All administrative offices available

b. Intra-University Cooperative Model for BC



POSTECH Bilingual Campus

4. Plan for Bilingual Campus

- Assist departments and staff to build self-reliance in providing bilingual services
- Continue updates of the BC Database and finalize translations of the University Regulations and Guidelines

Title:

The NTU Case for Building Effective Internal Communication among University Staff Working on International Activities

Hua-Ling Linda Chang

Office of International Affairs, National Taiwan University

Abstract

The Office of International Affairs (OIA) at National Taiwan University (NTU) hosted eight international strategic partnership symposiums and conferences in the past three years. While working closely with partner universities would be the obvious success factor, how we mobilize internally our own faculty members, researchers, academic departments, graduate institutes, colleges and administration offices become the key to hosting a successful international activity.

This poster session examines how NTU build effective internal communication model among university staff working on international activities. We apply the social construction view as the communication theoretical framework of this poster session, and provide examples of how actions of listening, sympathizing, empathizing and encouraging would lead to jointly constructed understandings of “comprehensive internationalization.”

CV

HUA-LING LINDA CHANG joined National Taiwan University (NTU) Office of International Affairs (OIA) in March 2008. She leads the Global Alliances Section in OIA International Programs Division, where she creates and enhances supportive frameworks for sustainable global partnerships promoting diversified opportunities and excellence in experiential education. Linda and the Global Alliances team coordinate and oversee the visits of high-level international visitors and delegations to the NTU campus, including heads of state, government officials and senior academic officials. In this role, they forge new bilateral and multilateral collaborations between National Taiwan University and foreign universities, allowing students, faculty members and researchers to collaborate and exchange with international partners. A graduate of the University of Washington with dual bachelor' s degrees in comparative literature and communication, Linda Chang earned a Master of Arts degree in the Humanities from the University of Chicago.



The NTU Case for Building Effective Internal Communication among University Staff Working on International Activities

Hua-Ling Linda Chang
 Director for Global Alliances
 Office of International Affairs
 National Taiwan University
*The 12th University Administrators Workshop
 February 8-9, 2017*



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National Taiwan University

- 1 University President
- 3 Executive Vice Presidents
- 6 University Administration Offices
(Office of International Affairs)
- 11 Colleges
- 3 Professional Schools
- 54 Departments
- 109 Graduate Institutes
- 200+ Research Centers

Complicated
 Internal
 Communication
 system

National Taiwan University 5

- 1 LISTEN**
 Identify the services I provide (among my tasks):
 know what I am giving
- 2 SYMPATHIZE**
 Identify my receivers (for each service):
 know what my receivers needs
- 3 EMPATHIZE**
 Identify what I represent & stand in my
 receivers' shoes
- 4 EMPATHIZE & ENCOURAGE**
 Identify my priorities & communicate
- 5 ENCOURAGE (hand-holding)**
 Manage my receivers' (dis)satisfaction

National Taiwan University 7



2015 2016
 NTU-Tokyo



NTU-HAMBURG



Strategic Partnership Initiative

National Taiwan University 2

Social Construction

“Social construction (SC) assumes that people construct (i.e., create, make, invent) their understandings of the world and the meanings they give to encounters with others, or various products they or others create; **SC also assumes that they do this jointly, in coordination with others, rather than individually.**”

-Wendy Leeds-Hurwitz,
 Director, Center for Intercultural Dialogue
 University of Wisconsin-Parkside

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National Taiwan University 6



Strategic Partnership Initiative



Title:

International Student Mobility Administration at USTC: Coordination among Graduate School, Undergraduate Education Office and Office of International Cooperation

WAN Hongying¹, QIU Lin²

¹ Graduate School, USTC. ² Office of International Cooperation, USTC.

Abstract

The internationalization of student mobility programs at USTC finds its way in many forms at undergraduate and graduate levels respectively. Apart from degree-seeking international student program, various types of both incoming and outgoing student mobility programs have been developed. USTC undergraduates could go on mobility through semester exchange programs, undergraduate thesis programs, summer research internship programs, summer school programs, summer camp programs, study tour programs and dual bachelor-master program, while the internationalization of USTC graduate education is realized through international joint supervision, dual degree (master and/or PHD) programs, study tour program and access to international academic conference. USTC also supports incoming international student through Future Scientist Summer Camp, summer research internship program and international visiting scholar project. The administration of such variety of international student mobility programs on the university level at USTC mainly involves three divisions, namely Office of International Cooperation (OIC), Graduate School (GS), and Undergraduate Education Office (UEC). To facilitate the administration of such program, a series of supporting measures such as external and internal scholarship projects, credit recognition, construction of English-taught courses and administration tools have been adopted, which involves both cooperation, communication and division of responsibility among the three departments. GS and UEC mainly oversee the academic aspects of international mobility education for graduate students and undergraduates respectively, such as curriculum design and planning, credit recognition and transfer, graduating examination and scholarship granting. OIC as an intermediate is mainly responsible for program design and development, international marketing and administration platform construction.

CV

Ms. WAN Hongying has been working at Education Office of Graduate School, USTC since 2000 and appointed office director in 2014. Her responsibility mainly involves graduate teaching and enrollment administration, scholarship and internationalization. She received her Master of Law from School of Public Affairs, USTC in 2000 and Bachelor of Economics from Anhui University in 1997.

Ms. QIU Lin has been working as program coordinator at Office of International Cooperation, USTC since 2008. Her responsibility mainly involves international student mobility program development and administration. She received her Master of English linguistics in 2008 and Bachelor of English literature in 2004 from School of Foreign Study, Anhui University.



中国科学技术大学
 University of Science and Technology of China



International Student Mobility Administration at USTC: Coordination among Graduate School, Undergraduate Education Office and Office of International Cooperation

University of Science and Technology of China

BASIC FACTS




USTC was established by the Chinese Academy of Sciences (CAS) in 1958, Beijing.
 Moved to Hefei, Anhui, in 1970.

- 1,812 academic staff
- 545 full professors,
50 CAS and/or CAS academician
- 7,400 undergraduates
13,699 graduate students
3,472 PhD candidates

SCHOOLS [18]


- Gifted Young
- Mathematical Sciences
- Physical Sciences
- Chemistry & Material Sci.
- Life Sciences
- Earth & Space Sciences
- Engineering Science
- Information Science & Tech.
- Computer Science & Tech.
- Nuclear Science & Tech.
- Environment Sci. & Electro Optical Tech.
- Software Engineering
- Management
- Public Affairs
- Humanities & Social Science
- Microelectronics
- Materials Science & Engineering




University of Science and Technology of China

INTERNATIONAL Student Mobility Administration

• Collaborate with about **200** top international universities or research organizations



- Graduate School
- Office of International Cooperation
- Undergraduate Education Office



University of Science and Technology of China

UNDERGRADUATES

- Semester Exchange
- Undergraduate Thesis
- Summer research Internship
- Summer School / Summer camp
- Study tour / International conference
- Dual Bachelor-master Degree

UNDERGRADUATES



- CSC-funded joint supervision
- Semester Exchange
- Summer camp / Study tour
- International Conference
- Dual Degree (master/PHD) program

Degree-seeking

- CAS-TWAS President Fellowship
- CSC Scholarship
- USTC Fellowship

Non Degree-seeking


- Summer research internship
- USTC Future Scientist Summer Camp
- Study tour
- Semester Exchange
- International visiting scholar

University of Science and Technology of China

International Student mobility Administration

- GS** Overall graduate education planning and course construction; graduating qualification examination; publication requirement; internal screening of recommended candidates; scholarship granting for international conference and joint research;
- UEC** Overall undergraduate curriculum design and planning; examination and approval of study plan for semester exchange; credit recognition and transfer; internal screening of recommended candidates scholarship granting; scholarship granting
- OIC** program design and development, international marketing and publication; construction of administration platform; coordination with schools for international visiting scholars and English-taught courses; Overall administration of international students



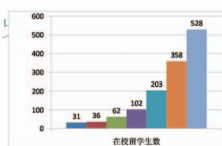
University of Science and Technology of China




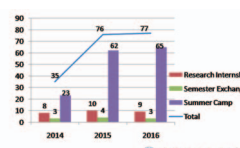
Year	UG	GS	Total
2014	1066	201	1267
2015	1160	260	1420
2016	1374	299	1673





Year	CSC Joint Supervision	Sakura Science Plan
2014	68	56
2015	94	85
2016	139	124

Year	2014	2015	2016
International Students	31	36	528

Year	Research Internship	Semester Exchange	Summer Camp	Total
2014	8	21	4	33
2015	76	62	5	143
2016	77	65	5	147




中国科学技术大学
 University of Science and Technology of China



WELCOME TO USTC

Title:

Title: Cooperation, Communication and Coordination in VNU's International Activities

Le Tuan Anh, Dinh Thi Thao

Cooperation and Development Department, Vietnam National University, Hanoi

Abstract

Vietnam National University, Hanoi (VNU) is a comprehensive multi-disciplinary institution in Vietnam higher education system with the vision of making important contribution to the industrialization and modernization of the country. With high autonomy and responsibility to society, VNU is a key agent in the innovation and transfer technology between international partners and local provinces. Having seven member universities and other more twenty schools, research institutes and centers, VNU has to perfect the university governance in building and managing of international projects on research and academic activities, on developing of human resources (exchange students and faculty staffs). Good communication and coordination inside VNU will promote and strengthen the effectiveness of national and international cooperation to attract more resources, improve the quality and efficiency of training and scientific research, meeting the rising demands of the society.

Cooperation and Development Department is mainly in charge of managing, coordinating all national and international cooperating activities in VNU.

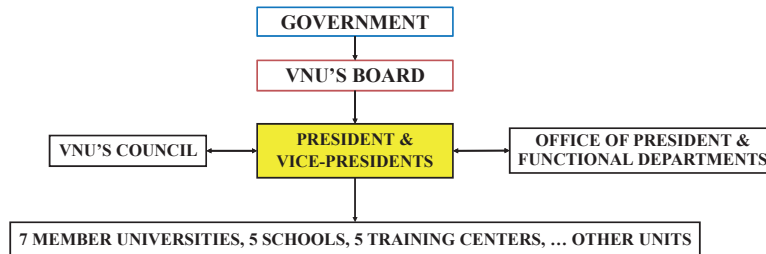
CV

Prof. Dr. Le Tuan Anh is Vice – Director of Cooperation and Development Department, Vietnam National University, Hanoi and also a lecturer in organic chemistry and pharmaceutical chemistry in faculty of Chemistry, VNU – Hanoi University of Science. He got PhD in organic chemistry in 2007 at People's Friendship University of Russia (Moscow, Russia); Master of Science in Chemistry with Honors in 2004– Faculty of Science, People's Friendship University of Russia (Moscow, Russia); Bachelor of Science in Chemistry with Honors in 2002 – Faculty of Science, People' s Friendship University of Russia (Moscow, Russia).

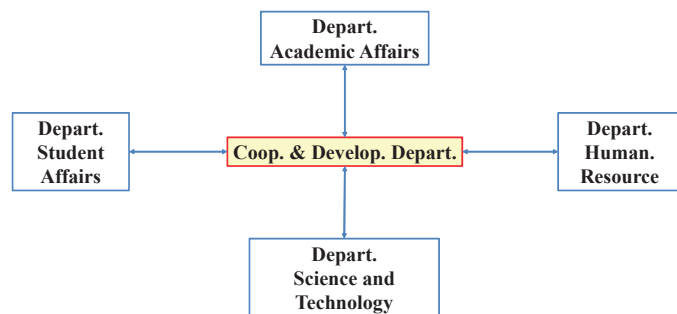
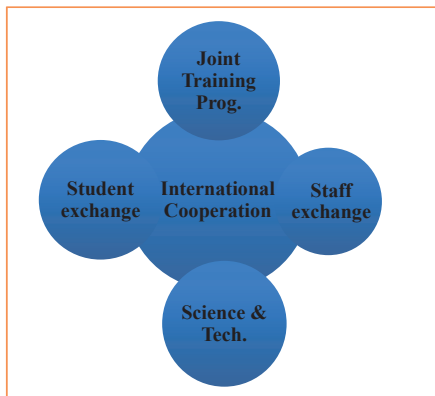
He is in charge of managing the international activities in whole VNU, specially focusing on European and Asian areas.



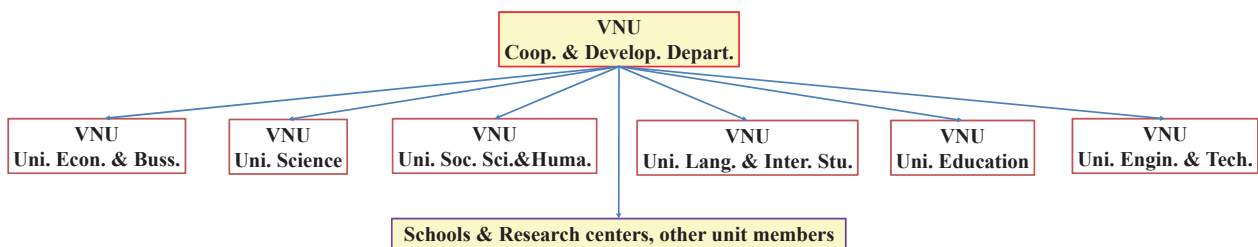
Cooperation, Communication and Coordination in VNU's International Activities



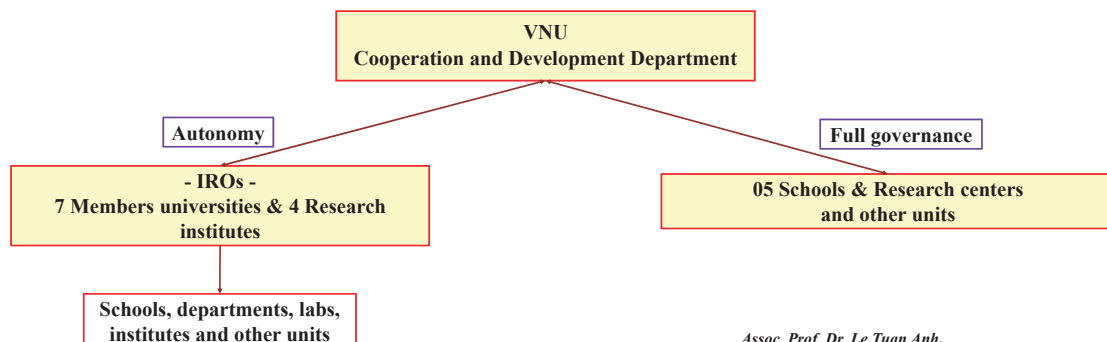
I. Making Policy



II. Building & Implementing VNU project* (Multidisciplinary, Mega constructing projects, ODA, ...)



III. Internal Governance



Assoc. Prof. Dr. Le Tuan Anh,
Vice – Director of Cooperation and Development Department,
Vietnam National University, Hanoi
144 Xuan Thuy Str., Hanoi, Vietnam
Website: www.vnu.edu.vn

Title:

Effective Internal Communication on International Activities at Universiti Teknologi Malaysia

Mohd Ismid Md Said

Assoc. Prof., PhD. & Director (Relations), UTM International

Abstract

Internationalization is a complex phenomenon in the field of higher education. Its complexity emerged due to the vast concept and evolution of its meanings, approaches, elements and its strategies. At University Teknologi Malaysia (UTM), internationalization started to become a major agenda in the University's development since early 2000. Ever since then, the intensity of internationalization has increased with an escalation in internationalization activities, leading to increasing number of international students, international partners and networks, and institutional mobility. To cope with the ever-changing landscape of internationalization and improve communication, the UTM International Office has gone through a series of natural and planned evolution to meet the demand of international work and activities. First established in 2002 as a small unit to spearhead UTM in international activities, the international office has now evolved into a unit with both strategic and operational roles. Currently the International Office is known as 'UTM International' and is headed by a Senior Director, three Directors, two Deputy Directors and a Manager handling different scope of responsibilities namely, *Global Strategy and Engagement*, *Global Education and Student Experience*, *International Support and Services*, and *Corporate Services*. To provide better access and effective communication with faculties and schools, UTM International is placed under the office of the Vice Chancellor or Chancellery. Furthermore, each faculty and school also has its own International Coordinator who acts as the person in-charge of communicating directly with UTM International. At present, all communication efforts undertaken by UTM International has proven to be effective and successful in increasing awareness among University staff regarding international activities and programs. As a result, the number of full time international students, exchange students, student and staff mobility, international partners and networks, and international research collaboration have all shown positive and dynamic increase compared to when the international office was established in 2002.

CV

Associate Professor Dr Mohd Ismid Md Said was appointed as a lecturer at the Department of Environmental Engineering, Faculty of Civil Engineering, Universiti Teknologi Malaysia (UTM) in 1994. He specialised in the field of Water Quality Management, namely Aquatic Biological Assessment. As a member of the faculty he has successfully published many papers in research journals, and also conducted research and supervised post-graduate students. Between 1994 and 2004, he held two administrative posts at the Faculty as **Head of Laboratory** and later as **Head of Department**. In 2009, he was appointed as a **Regional Manager** at the Office of International Affairs. He was also given responsibility as **Manager for Student Mobility Program**. Subsequently in 2013, he was appointed as the **Director of International Students**, with the responsibility of taking care of more than 3000 international students from 70 countries studying at UTM. In 2016, he was appointed to his current administrative post as **Director of International Relations** at UTM International.

Effective Internal Communication on International Activities



2002
Establishment of Office of International Affairs (OIA) Office under Chancellery Office

2008
Transition of OIA administration from Chancellery to Office of Deputy Vice Chancellor (Academic and International) and additional of International Student Centre (ISC) under OIA

2010
Transfer of ISC under the administration of Office of Student Affairs and Alumni

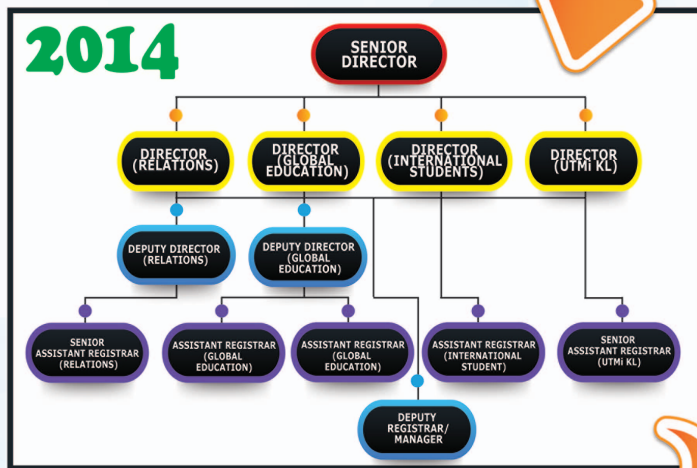
2014
Re-combination of OIA and ISC to the administration under Chancellery

OIA changed to UTM International as new branding

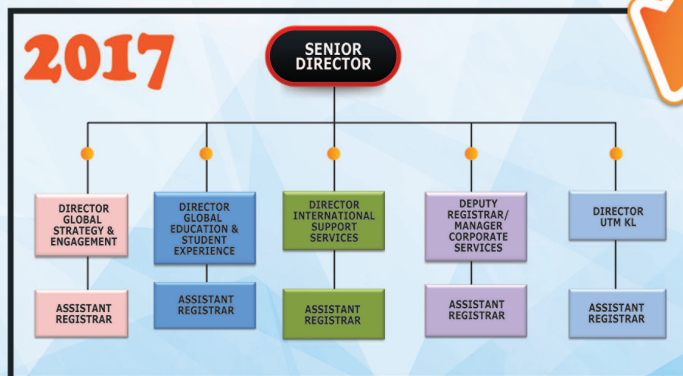
2017
Re-structuring of UTM International



Office of International Affairs 2009 - 2014



UTM International 2014 - Present



UTM International 2017

11132
Outbound Mobility Students

5570
Inbound Mobility Students

2489
International Students (Fulltime)

383
International Partnership

14
Global Alliances



Title:

Communicating and Building Consensus Through Executive International Travel Planning

Jonathan Hayes

The University of British Columbia

Abstract

University executive travel presents an important, and unique, occasion for international office staff to proactively engage stakeholders across campus regarding institutional international strategy and priorities. Consultation creates a sense of ownership and participation among academic units, leads to discovery of existing international engagement, and brings together disparate actors and activities.

CV

Jonathan Hayes is an International Relations Officer at the University of British Columbia (UBC) in Vancouver, Canada. At UBC, he is responsible for coordinating the flow of information and knowledge on international engagement across campus, and with foreign partner institutions, governments, and other organizations. Jonathan also works with both UBC colleagues and external stakeholders, on incoming international visits and outgoing university delegations. He conducts institutional research on internationalization, and liaises on projects and relationships with diplomatic and foreign university contacts worldwide.

Communicating and Building Consensus Through Executive International Travel Planning

Jonathan Hayes, International Relations Officer

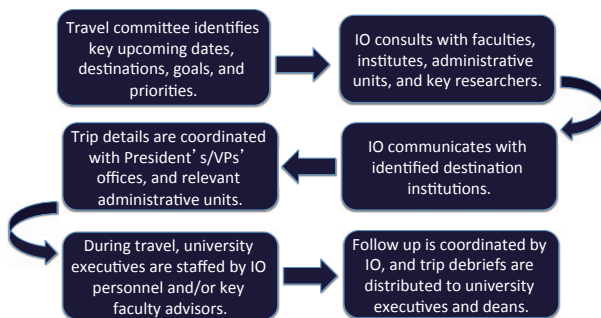
International Office, The University of British Columbia (Vancouver, Canada)

jonathan.hayes@ubc.ca | international.ubc.ca

The Opportunity

University executive travel presents an important, and unique, occasion for international office (IO) staff to proactively engage stakeholders across campus regarding institutional international strategy and priorities. Consultation creates a sense of ownership and participation among academic units, leads to discovery of existing international engagement, and brings together disparate actors and activities.

UBC's Process



Benefits

Consulting stakeholders in planning international university executive travel serves several purposes:

1. It can reveal existing initiatives that can be furthered by university executive support.
2. It connects executive travel to the institution's academic, research, and alumni engagement objectives.
3. It can set realistic objectives and expectations at both the sending and receiving universities.
4. It invests stakeholders in trip planning and outcomes.
5. It uncovers important information about existing relationships, enriching university executive meetings abroad and avoiding embarrassing uncoordination.
6. It limits the influence that individuals (researchers or administrators) have on executive travel agendas.



Countries visited by UBC executives over the past 3 years.

Challenges

Prioritization: Consulting stakeholders will bring forth (sometimes) conflicting priorities that have to be reconciled (scheduling-wise, or “politically”).

Coordination: Involving university-wide stakeholders in international trip planning is a lengthier and more complex process than limiting travel preparation to within the Central Administration.

Follow-up: Consultation before a trip creates a stronger imperative for outcomes. While an excellent driving force, this must be combined with a realistic goal setting process and adequate resources.



President Santa J. Ono with UBC alumni in Beijing (Dec. 2016)

Recommendations

- ✓ There is still a strong role for professional administrative staff to lead executive international travel planning.
- ✓ Staffing needs for overseas trips should be assessed on a case-by-case basis (no single overall “proper” university delegation size or composition).
- ✓ Seriously consider protocol, but prioritize activities that will produce tangible outcomes.
- ✓ Plan early!



Title:

Global Affairs: Connecting UC Davis through Effective Internal Communication

Karen Beardsley, Jennie Konsella-Norene

Global Affairs, University of California, Davis

Abstract

Founded in 1905, the University of California, Davis (UC Davis) is a premier public University with internationally ranked programs in many fields from Agriculture and Environmental Sciences to a variety of linguistics (QS World University rankings, 2016). Global Affairs' mission is to inspire global curiosity, understanding and engagement. We shape the vision and oversee, coordinate, integrate and provide services to diverse audiences at UC Davis. These include developing and providing global learning and curricular and co-curricular programs for UC Davis students as well as international students and scholars; supporting sponsored scholars and professionals visiting UC Davis; and promoting best practices in global education across UC Davis. We provide leadership and assist UC Davis faculty to pursue and expand international programs, activities and initiatives.

Effective internal communication is essential for successfully expanding global activities and internationalizing our campus. We have developed many partnerships and channels for communicating within our campus community with the eventual goal of providing an international experience for all UC Davis undergraduate, graduate, and professional students before they graduate. This poster outlines our different methods of internal communications and the overall impact of our efforts at Global Affairs, UC Davis.

CV

Dr. Karen Beardsley is the Director of Sponsored Programs and Special Projects for Global Affairs, and also Director of the Humphrey Fellowship Program at UC Davis. She has over twenty years of experience at UC Davis, mostly focused on the application of geographic information systems (GIS) to natural resource management and protection. Dr. Beardsley joined Global Affairs full time in 2016 after completing a 10-month Fulbright Core Teaching Scholarship as a GIS professor at the Royal Thimphu College in Bhutan. Her international experience began in the late 1980's for two years as a Peace Corps Volunteer math and science teaching in rural Kenya.

Ms. Jennie Konsella-Norene is the International Funding Analyst in the Global Affairs Office and also serves as the Administrative Director of the Mandela Washington Fellowship. She joined Global Affairs in 2010. Ms. Konsella-Norene holds a Master's degree in Public Administration from the Middlebury Institute of International Education at Monterey and a B.A. in Human Development from UC Davis. Her career includes over twelve years of experience in international education, project management and program development and she has extensive experience living and working abroad in South America and Europe.

The 12th University Administrators Workshop | February 8-9, 2017 | International Conference Hall, Kyoto University Clock Tower

ABOUT UC DAVIS GLOBAL AFFAIRS

MISSION

To inspire global curiosity, understanding and engagement.

VISION

We envision a UC Davis community that engages, thrives and leads in an interconnected world.

ORGANIZATIONAL STRUCTURE

VICE PROVOST AND ASSOCIATE CHANCELLOR

- Global Centers
- Philanthropy

ACADEMIC PROGRAMS

- Faculty programs
- International Partnerships, Agreements and Visitors
- Asian International Programs
- Confucius Institute at UC Davis
- UC Davis Chile Life Sciences Innovation Center
- Blum Center for Developing Economies
- BCBCB Middle East Universities Consortium

GLOBAL EDUCATION AND SERVICES

- UC Davis Study Abroad
- Services for International Students and Scholars
- Sponsored Programs and Special Projects
 - Fulbright Scholar Programs
 - Hubert H. Humphrey Fellowship Program
 - Mandala Washington Fellowship Program

CHIEF OF STAFF

- Business Unit
- Communications
- Executive Support
- Data Analysis
- Event Planning
- Campus International Committees and Programs
- Alumni
- Grants Development
- Travel Security

OUR COMMUNICATION

PEOPLE



85 GLOBAL AFFAIRS FACULTY AND STAFF

Global Affairs communications are coordinated through a communication cluster led by a Communication Director (pending recruitment).

There are several staff members that work on communication in their daily jobs.

PARTNERS



ACADEMIC

- 10 Colleges and Schools
- Academic Affairs
- Graduate Studies
- Regional Faculty Groups
- Undergraduate Education

ADMINISTRATIVE

- Strategic Communications
- Development and Alumni Relations
- Research
- Student Affairs Marketing and Communications

AUDIENCE



FACULTY & STAFF

- 32,345 UC Davis faculty and staff (Full Time Employees) 2015-16
- 70 Global Affairs faculty and staff members
- 659 participants in the International Linkages Database
- 150 faculty and instructors who have taught or led education abroad courses

STUDENTS & SCHOLARS

- 35,186 students on campus Fall 2015
- 6,200 international students Fall 2016
- 2,067 international scholars 2013-16
- 12 International Fulbright Scholars 2016-17
- 3 U.S. Fulbright Scholars 2016-17
- 11 Humphrey Fellows in 2016-17, 264 Fellows since 1986
- 1,406 UC Davis students studied, interned or researched abroad Fall 2014

CHANNELS



PROGRAMMING

- Academic support and social programs for international students and scholars
- Global Ambassadors
- Cultural events, seminars and trainings

COMMITTEES & VISITS

- Committees
 - Deans and Directors International Programs Advisory Committee
 - GLOBE - staff, faculty and scholars involved in international activities
- Faculty departmental visits
- Student classroom visits

ELECTRONIC/PRINT

- Email campaigns
- USB drives with data
- Social media
- Country and regional fact sheets
- Campus branding campaign

ASSESSMENT



ASSESSING COMMUNICATION CHANNELS

- Google Analytics
- Facebook Analytics
- Event Surveys
- Email Campaign tracking (Constant Contact)
- Social Media Monitoring (Hootsuite)

INTERNAL REVIEWS

- Strategic Planning, including new mission and vision
- Global Affairs Communication and Branding Initiative

IMPACT

FACULTY, STAFF AND STUDENT ENGAGEMENT

- Increased Study Abroad enrollment
- Internationally engaged domestic and international students
- International Connections Reception for faculty and scholars
- Funding, including Seed Grants for International Activities, regional faculty grants, funding workshops
- Sponsored events including conferences, seminars, colloquia, speakers series and receptions
- Visibility with senior administration
- Interdisciplinary grant opportunities



IMPROVED DATA MANAGEMENT FOR BETTER CAMPUSWIDE COORDINATION

- Developing a database to gather all international data on campus to help define UC Davis' Global Footprint
- International linkages database
- Agreements of Cooperation database
- Visitors database
- Travel database
- International student/scholar and study abroad database
- Strengthen and increase UC Davis partnerships



PHILANTHROPY

- Global Education for All: Expose, Experience and Engage
- 100% of UC Davis undergraduate, graduate and professional students shall have an international experience before they graduate
- Our responsibility as a public university: For every UC Davis student to become a global citizen to make the world a better place.



Title:

The challenges of a public university on a complex global era

Eduardo Vera

Director of International Affairs

Adjunct Professor, Department of Electrical Engineering

Executive Manager for Innovation & Development, CMM for Mathematical Modeling (CMM)

University of Chile

Abstract

University of Chile's strong relationship with major local issues of global relevance has characterized its international strategy. The issues directly affect the current political and educational agenda in the country. In order to strengthen the interaction with the region, the restoration of historical links of academic cooperation in Latin America has been a key challenge, to eliminate barriers and accelerate academic mobility.

The aforementioned global challenges require a collaborative work, not only between institutions, but also between teams within a single institution, especially when common goals are pursued. In the particular case of University of Chile, it faces a process to promote networking in order to consolidate the institution as a global university. Thus, it is thanks to the financing of the Ministry of Education, that University is promoting the strengthening and internationalization of the postgraduate programs, especially those of doctoral level.

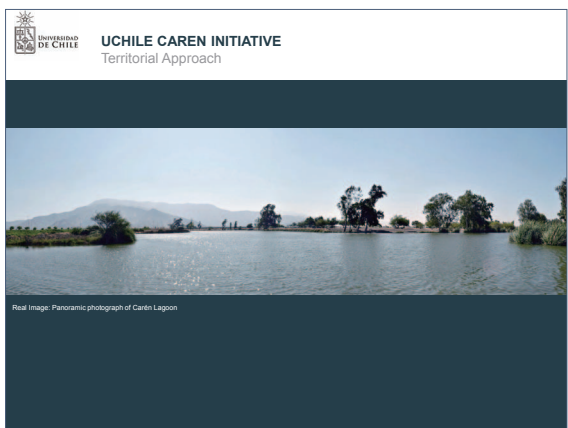
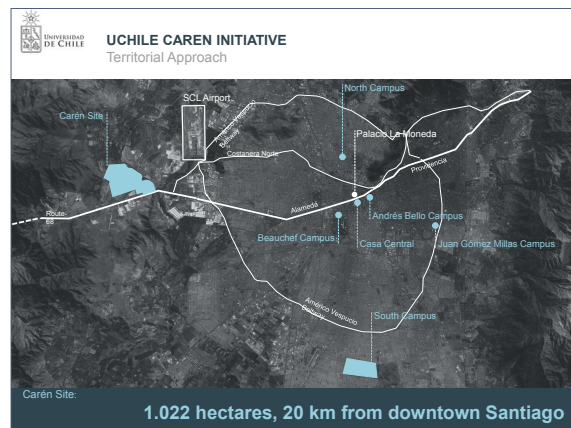
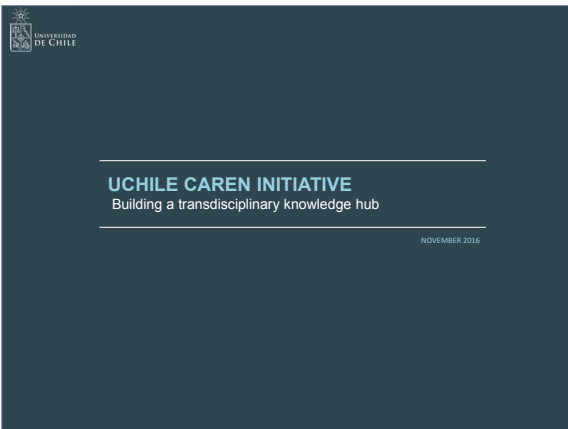
The internationalization project could not be carried out without the participation of different teams, including those belonging to the central level administration (President's Office, Vice President's offices, International Relations Office, among others) and the academic units that make up the university (Faculties, Schools, Institutes). In order to carry out this mission, it is essential to exercise an inclusive, invigorating and participative leadership, where those who are in charge of promoting major transformations such as the above, are able to detect the qualities and virtues of the professional staff who, are committed to support projects of this magnitude. It is crucial to establish horizontal communication channels that respond to the current immediacy.

All the above strategies aim at positioning University of Chile as a platform for international academic debate on the major issues discussed today in Chile, which constitute major challenges of global relevance, such as Education, Health, Food, Biodiversity, Aging, Governance, Natural Disasters.

CV

Eduardo Vera received the BSc and MSc degrees in Physics from the University of Chile and the PhD degree in Physics from Brown University, USA, in 1974, 1976 and 1982 respectively. Dr. Vera has extensive experience in academic and industrial applied research in information and communications technologies (ICT), working in the USA, Japan and Chile.

At present he is Adjunct Professor of Electrical Engineering and Executive Manager for Innovation and Development at the Center for Mathematical Modeling (CMM) of the University of Chile. He also serves as Director of International Relations of the University of Chile. Additionally, he is a founding member of SoluNova Ltd., a start-up company focused in sensor systems and wearable technologies for environmental monitoring and personal safety in industrial operations.



Title:

Creating synergetic groups of administrators as a key for successful staff development

Miheng Chon¹, Hiroya Sato²

¹ International Center Komaba Office, Division of International Affairs, the University of Tokyo.

² Student Support Division, Graduate School of Arts and Sciences, the University of Tokyo.

Abstract

This presentation suggests how a large research institution with a total of approximately 30,000 students like the University of Tokyo can develop effective communication and cooperation among administrators across various departments. Oftentimes, inter-departmental cooperation can be a major challenge in an organization based on traditional centralized management, and it impedes proactive engagement and participation of administrators. Internationalization requires values of diversity and innovation, and a supportive infrastructure within the university to coordinate internationalization efforts is essential. While an operation-driven traditional management structure takes time in decision-making, an opportunity-seeking decentralized structure allows effective implementation of plans. Understanding the importance of balance between centralization and decentralization, administrators at the University of Tokyo have taken initiatives to create synergetic groups of professional staff members in globalization units. The purpose of these groups is to establish staff networks and share the knowledge and skills of each professional to better coordinate internationalization efforts. This activity started on an autonomous basis at one campus and now spread throughout the university's campuses. An administrative infrastructure needs commitment from top leadership. However, commitment and active participation of staff members are also vital in implementation of a university's mission. The ultimate goal of these groups is to maximize synergetic effects by bridging gaps between offices and departments in order to accelerate the projects of each individual member. This system aims to be a model of staff development which cultivates motivation of administrators and streamlines their operation.

CV

1 Miheng Chon

Ms. Miheng Chon joined the University of Tokyo in 2012. In her position as Project Specialist in the International Center Komaba Office, her primary duty is to support its diverse student population as they become members of the university community at the Komaba Campus. Her office, as a resource to international campus community, provides a wide variety of information to help international students and foreign researchers adjust to their life in Japan. It also serves as a study abroad advising center for students seeking education abroad opportunities. One of her main responsibilities is to advocate for global education by promoting cross-cultural exchange.

With her passion for global learning which grew over time abroad, she stepped into her career as an international education administrator in higher education. She has worked at both U.S. and Japanese universities in the field of overseas admissions recruiting, international student services, and student exchange development.

2 Hiroya Sato

Mr. Hiroya Sato is an Administrative Staff in the Student Support Division, Graduate School of Arts and Sciences of the University of Tokyo since 2015.

He is responsible for various matters relating to student guidance, extracurricular activities, and safety management of students. He supports and advises students working on various voluntary activities; club activities, volunteers, school festival, etc.

He is also a staff of "Freshers' Leave Year Program" Office, supporting students join the program based on the gap year system. He helps students take a leave of absence for a year and conduct independent activities.

He is a qualified Student Consultant (by NPO Culture Creation for Students), and he will be studying higher education management at the Graduate School of Education of UTokyo from April.

◆ The University of Tokyo

Creating Synergetic Groups of Administrators as a Key for Successful Staff Development

◆ Effective Cooperation

Major Challenges

- Lack of inter-departmental cooperation due to **traditional centralized management**
- **Impediments** to proactive engagement and participation of administrators



Strategic Approaches

- Initiative to create **synergetic groups** of professionals to better coordinate internal efforts
- Cultivate commitment and active participation of staff to streamline operations
- Importance of **balance** between centralization and decentralization

◆ OLD Style Organizational Structure

Pyramidal Organization

Top Down



- ✓ Centralization
- ✓ Lack of decision making speed
- ✓ Absence of proactive engagement

◆ NEW Style Organizational Structure

Decentralized Organization

Top Down

Bottom Up

Balance




- ✓ Sharing of know-how
- ✓ Collaboration
- ✓ Autonomy

◆ OLD vs NEW

OLD		NEW
Pyramid-style	Organization	Web-style
Homogeneity	Competitiveness	Diversity
Centralized	Decision Making	Balance between Centralized & Decentralized
Operation-driven Goal-oriented	Management	Opportunity-seeking Change-oriented

◆ Maximize Synergetic Effect

Successful Elements



- Share the university mission statement
- Encourage synergetic activities
- Expansion of staff networks
- Share the knowledge and skills of each professional to better coordinate the projects of each individual
- Commitment of staff members as important as that of top leadership

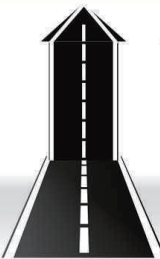
◆ Staff Movement at UTokyo

Administrators gathering on an autonomous basis to discuss how to better cooperate across various departments and accelerate their work during lunch time.




Administrators taking initiatives to create a system to bridge gaps between offices and departments.

◆ Value of Staff Development



An administrative infrastructure needs commitment from top leadership. However, commitment and active participation of staff members are also vital in implementation of a university's mission.

The University of Tokyo
Miheng Chon, Hiroya Sato

Title:

How university administrators get involved with a student-based committee

~ In the case of SCIKyu ~

Suguru Niihara

Kyushu University, Japan (International Student Exchange Division)

Abstract

The Student Committee for the Internationalization of Kyushu University (SCIKyu) was established in order to promote campus globalization from student perspectives. In fiscal year 2016, 11 Japanese students, 11 international students and 5 professors belong to SCIKyu.

Every fiscal year, student members are divided into 5 subcommittees (Academics, Infrastructure, Publication Design, Extracurricular Activity, and Information) and works on various projects based on their unique ideas. Besides subcommittee activities, SCIKyu periodically holds the general meeting (all committee members attend), normally 4 times a fiscal year, to report a progress of each subcommittee's project.

The International Student Exchange Division is responsible for supporting SCIKyu activities from administrative side of Kyushu University. An officer in charge of this committee (author) is working as a contact person who connects SCIKyu and university. When university administrators manage student-based committee like SCIKyu, the following four things to be considered for the better performance of the committee. (1) Respect student's ideas, (2) Keep updated regarding each project, (3) Share information well with professors, (4) Show the better way when students get lost.

CV

Having two and half years' experience as a university administrator from August 2014 to present. International Student Exchange Division supports both international students (inbound) and local students who are willing to study abroad (outbound) in Kyushu University. The author is mainly responsible for the following matters.

- SCIKyu (as described above and in the poster)
- Japanese government (Monbukagakusho, MEXT) scholarship grantees, especially accepted by embassy recommendation
- International Undergraduate Programs in English (IUPE) students
- Supporting Japanese language classes offered by the International Student Center

How university administrators get involved with a student-based committee

~In the case of SCIKyu~

Suguru Niihara
International Student Exchange Division
Kyushu University, Japan
February 8, 2017
The 12th University Administrators Workshop @Kyoto University



How university administrators get involved with a student-based committee ~In the case of SCIKyu~ 2

1. Introduction of *Kyushu University*

➤ Long History

Founded in 1911, as one of Japan's seven Imperial Universities. Launched as National University Corporation in 2004.

➤ Globalizing Campus

Having **2,089 international students**, this is approximately 11% of whole student population in Kyushu University. (As of May 2016)

➤ Located in Fukuoka, Japan

Fukuoka city ranks **7th most livable city in the world**, in the Monocle's annual Quality of Life Survey for 2016. **Monocle is British monthly magazine.*



How university administrators get involved with a student-based committee ~In the case of SCIKyu~ 3

2. *SCIKyu*

➤ What is SCIKyu?

- ✓ Student Committee for the *Internationalization of Kyushu University*
- ✓ Established in 2011 to promote campus globalization from students' point of view



➤ Who consists this committee?

- ✓ 22 students and 5 professors (in FY 2016)
- ✓ Students members are from Japan, Korea, China, Indonesia, India, Bangladesh, Sri Lanka, Iran, Egypt, Kenya and Zimbabwe



How university administrators get involved with a student-based committee ~In the case of SCIKyu~ 4

➤ What does SCIKyu do for the campus globalization?

- ✓ Discuss and make proposals to the university to make it more attractive for both local and international students
- ✓ Students are divided into 5 subcommittees, which are **Academics, Infrastructure, Publication Design, Extracurricular Activity, and Information**, and work on each projects
- *Other than subcommittees, there are one chairperson and vice chairperson independently.

➤ What has SCIKyu done in the past years?

- ✓ **Publication**: Student Club and Circle Guidebook
Scholarship Guidebook
- ✓ **Workshop**: Organized students workshop in Kyushu Univ.
Facilitated Japan-China University Student Forum
...etc.

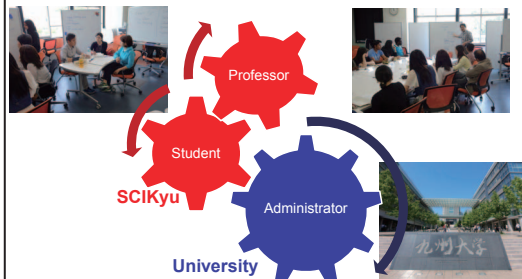
How university administrators get involved with a student-based committee ~In the case of SCIKyu~ 5

3. *Administrators' duties*

➤ What does an administrator in charge of SCIKyu do?

- ✓ International Student Exchange Division is responsible for supporting SCIKyu
- ✓ An officer in charge (author) is a contact person between students, professors, and administrative office
- ✓ Arranging general meetings (4 times a fiscal year)
(e.g.) Deciding the date and venue
Preparing the handouts
- *General meeting is a committee meeting which requests all members to attend.
- ✓ Setting interviews for new students member candidates
- * Basically SCIKyu opens for its application in February and starts activities from April. ...etc.

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- ✓ Administrative officers' support is essential to SCIKyu activities. Besides, professors knowledge makes students ideas more feasible

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4. *Problems SCIKyu faces*

➤ Budget Problem

- ✓ No annual budget allocated to SCIKyu
- ✓ No monetary rewards to students
→Cause for complaint from students

➤ Communication Problem

- ✓ Need much efforts to grasp whole students' projects since 5 subcommittees work independently
→Daily communication is crucial, especially with the chairperson.

➤ Tenure Problem

- ✓ Student members change every fiscal year (April to next March)
→All projects should be completed in a year since it is difficult to conduct a long term project.

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5. *Important things*

➤ What should be kept in administrators' mind when handling student-based committee?

- ✓ Respect student's ideas
- ✓ Keep updated regarding each project
- ✓ Share information well with professors
- ✓ Show the better way when students get lost



Group photo of SCIKyu (FY2016)

