

## UFS INTERNATIONALISATION STRATEGY 2018-2022

### 1. Editorial

Internationalisation has globally and in South Africa become accepted as one of the critical processes advancing the core business of universities. The South African Department of Higher Education and Training (DHET) is in the final stages of preparing a 'Policy Framework for the Internationalisation of Higher Education in South Africa' (DHET, 2017). The policy framework is meant to 'guide and regulate the activities that relate to internationalisation of higher education by higher education institutions and other roleplayers in the sector in South Africa' (DHET, 2017 p 2). It adopts a vision of comprehensive internationalisation and is likely to shape internationalisation in South African higher education for the coming years.

UFS adopted its Strategic Plan 2018-2022 immediately after it had formulated its Integrated Transformation Plan in 2017. It aspires to become one of the top five South African universities. Internationalisation is seminal to the UFS strategy. The university is committed to developing curricula that are locally relevant, globally competitive and connect to multiple knowledge paradigms. It emphasises research internationalisation and commits the university to widening researchers' international networks, with a special focus on the African continent.

The University of the Free State is a highly internationalised university, and has a proud history of international engagements. For example, in the period 2013-2018\*, UFS' researchers co-authored 2533 publications with 1512 collaborating institutions. The university has more than 50 high-quality and productive institutional collaborations with universities and institutions around the world. Under their umbrella, research collaboration, staff and student mobility, as well as other projects are implemented. More than 1675 international students were registered at UFS for the 2018 academic year, and 88 international postdoctoral fellows contributed to research and innovation.

Based on the strategic direction of the University this Internationalisation Strategy was developed through a consultative process. Benchmarking with universities which have excelled in advancing their internationalisation process and an assessment of the present state of internationalisation at UFS formed the basis for the policy drafting process. The Internationalisation Strategy positions comprehensive internationalisation as a critical driver for institutional transformation, and anchors the process in the 2018-2022 strategic plan. Social justice is one of the fundamental values of UFS, and underlies the entire UFS internationalisation process. We expect that the new internationalisation strategy will advance the international positioning of the University, and synergise the existing rich international activities into one intentional, comprehensive internationalisation process.

\* Scival information excerpted on 18 October 2018 for the period 1 January 2013 – to date.

## 2. Executive Summary

### *Guiding Principles*

UFS adopts a vision of comprehensive internationalisation, with a specific focus on research and innovation. The University integrates international and intercultural dimensions in all aspects of its core business and service functions. It specifically focuses on the international visibility, impact and connectedness of research and innovation. It aspires to excellence in all aspects of its internationalisation process, including the support for international students and staff. Intersectionality is seminal to the success of internationalisation, and a particular focus is placed on advancing transdisciplinary international research.

Internationalisation, Africanisation and decolonisation are considered as complementary processes. In line with the South African policy priorities, the internationalisation process at UFS will in the future include a stronger focus on the Southern African Development Community (SADC), Africa, BRICS and the Global South. Nevertheless, the University will continue to strengthen and expand its relations and partnerships in the Global North. The internationalisation process has been structured to connect the University to previously disregarded knowledge paradigms. UFS takes a global approach to internationalisation, which connects the Bloemfontein and Qwaqwa regions and communities to the world. It considers its diverse university community as a core resource to incubate intercultural and international competencies and produce new knowledge. It strives to preserve and grow staff and student diversity; and to attract the most brilliant minds from across the globe to join its university community. The internationalisation process is based on what UFS has to offer the world. Its specific research expertise, particularly in the South African Research Chairs Initiative (SARCHI) chairs, and other beacons of excellence in research such as the AfroMontane Research Unit (ARU); are leveraged to advance internationalisation. High-profile strategic internationalisation activities which advance social justice will be utilised to brand the institution and to advance social cohesion in the university community.

### *Goal 1: Research Internationalisation*

Internationalisation connects the University to global knowledge and is a critical driver for research and innovation. The university focuses resource allocation and support for international research in its areas of strength and distinctiveness. It encourages publications in international high-impact journals, and joint publications with highly regarded international scholars. It strives to enhance the international visibility of its research and endeavours to attract excellent international researchers and research students to its university community. The international exposure of researchers is considered critical. Participation in international research networks is actively promoted. International postdocs and research fellows are important drivers for the research internationalisation process.

### *Goal 2: Internationalisation of Teaching and Learning*

The development and offering of strong international joint and collaborative degree programmes at master's and doctoral level is the central intervention aimed at internationalising postgraduate research and education. All forms of postgraduate student mobility are encouraged, provided

however that there is a reasonable cost-benefit relationship. Internationalisation of the curriculum is considered an important part of curriculum transformation and is intertwined with curriculum Africanisation and decolonisation. To support internationalisation of undergraduate programmes, international exchanges of undergraduate teaching staff, development of staff capacity in internationalisation and 'Collaborative Integrated Online Learning' (COIL) will be prioritised.

*Goal 3: Supporting the Core Business through Partnerships and Collaborations*

Mutuality, trust, equality, ethical principles, reciprocity, mutual benefit and informed consent are guiding principles for UFS international partnerships. A limited number of strategic partnerships will be identified and specifically supported, while the diversity of collaborative activities of Faculties, Departments, Centres and academics will be encouraged. The focus of partnership management is on leveraging on impetus emanating from faculty, and supporting partnerships rooted at the grassroots academic level.

*Goal 4: A Diverse International Student Body*

The value of attracting excellent international students is recognised, especially to support internationalisation at home. A diversification of the international student body is urgently required, while the continuing role of educating students hailing from Lesotho is recognised. All processes relating to international students have been structured to be socially just and inclusive. UFS recognises the role of its international alumni, including their role in international branding and marketing.

*Goal 5: Internationalisation at Home*

UFS recognises the critical importance of developing its students' international and intercultural competencies through internationalisation at home. It adopts a vision whereby every student will in the future have an international experience during UFS studies. The University promotes and organises intersectional celebrations of cultural diversity, including celebrations of Africa Day, Heritage Day, and national independence days relevant to university community members.

*Goal 6: Institutional Reporting and Developing the Office for International Affairs*

The Office for International Affairs (OIA) will be strengthened as the principal enabling office for internationalisation, which strategically and operationally supports comprehensive internationalisation at UFS and is responsible for institutional reporting on internationalisation. The OIA renders specialised services for international students and coordinates the University's international partnerships. Appropriate reporting structures and measurement mechanisms for internationalisation at UFS are being developed, they are critical to create a narrative of UFS as a highly internationalised university.

*Goal 7: Achieve Financial Sustainability of Internationalisation*

UFS is in the process of developing a financial sustainability model for internationalisation, which will aim to establish financial self-sustainability of internationalisation. Ethical income generation through internationalisation is encouraged. A further differentiation of fees should be considered.

### **3. Institutional Understanding of Internationalisation**

- 3.1 The 'Draft Policy Framework for the Internationalisation of Higher Education in South Africa' (DHET, 2017) defines internationalisation as 'an intentional or steered process to integrate or infuse intercultural, international and global dimensions in higher education; to advance the goals, functions and delivery of higher education and thus to enhance the quality of education and research' (DHET, 2017 p 9). The University of the Free State (UFS) agrees with the general understanding of internationalisation and will, through an inclusive process, develop its own institutional understanding of internationalisation.
- 3.2 UFS adopts a vision of comprehensive internationalisation, with a specific focus on research and innovation. This means that the University will ensure that international and intercultural dimensions permeate throughout its core business and service functions. It will specifically focus on the international visibility, impact and connectedness of research and innovation. Internationalisation will be fully integrated in the strategic, financial and operational planning processes of the University.
- 3.3 Internationalisation, Africanisation and decolonisation are considered as complimentary processes by UFS. A deep institutional understanding of the interconnectedness of the distinctive but related processes is required, and UFS will encourage an institutional conversation to define what this means and how the principle is put into practice.
- 3.4 The process of internationalisation is inextricably intertwined with the University's transformation process. The quest for social justice underlies the UFS internationalisation process.
- 3.5 In line with the South African focus, the internationalisation process at UFS will in the future include a stronger focus on the Southern African Development Community, Africa, BRICS and the Global South. An Africa strategy will be formulated to strengthen the University's continental footprint. Nevertheless, the University will continue to foster its relations and partnerships in the Global North.

### **4. Guiding principles**

- 4.1 UFS' model of internationalisation will be tailored to advance its goal to become one of the top five South African universities. The internationalisation process will be structured to support the positioning of the University in global, continental and national university rankings and will be fully integrated in its core business. One of the central outcomes of internationalisation at UFS is increased continental and global distribution and visibility of knowledge produced at UFS.
- 4.2 UFS aspires to excellence in all aspects of its internationalisation process, including the support for international students and staff and internationalisation initiatives.
- 4.3 UFS considers its diverse university community as a core resource to incubate intercultural and international competencies and produce new knowledge. It strives to preserve and grow staff

and student diversity. It endeavours to attract the most brilliant minds from across the globe to join its university community.

- 4.4 The focus of UFS on social justice will be accentuated in the international arena. High-profile strategic internationalisation activities which advance social justice will be utilised to brand the institution and to advance social cohesion.
- 4.5 The overarching principle of social justice will be considered when structuring the internationalisation process. It is expected that a participation gap in internationalisation activities, and particularly outgoing mobility, exists; i.e. that previously advantaged university community members have a higher participation rate in internationalisation activities. Suitable interventions to address this dislocation will be developed.
- 4.6 The internationalisation process will consider what UFS has to offer to the world. Its specific research expertise, particularly in the South African Research Chairs Initiative (SARCHI) chairs, and other beacons of excellence in research such as the Afromontane Research Unit (ARU), will be leveraged on to advance internationalisation. The unique research contexts which UFS has to offer, e.g. the indigenous knowledge embedded in society in the Qwaqwa region, and the high quality of life in Bloemfontein are among the other strengths which can be utilised to portray UFS to the world.
- 4.7 The internationalisation process will be leveraged on to support the development the Qwaqwa and South Campuses. At the Qwaqwa campus, the emerging international research hub at the ARU will be promoted to profile the campus internationally. Research on indigenous knowledge may be considered as an additional means to attract international interest in the Qwaqwa campus. The expertise of the South Campus in distance education will be used to profile the campus, and leveraged on for the university-wide support of virtual mobility and 'Collaborative Integrated Online Learning' (COIL).
- 4.8 Internationalisation should connect UFS to previously disregarded knowledge paradigms. A focus will be on connecting UFS to African philosophy and knowledge paradigms, as well as those of other regions in the Global South. One of the possibilities is fostering the exchange between indigenous knowledge embedded in communities in which the UFS campuses are located, and other African and global indigenous knowledge paradigms.
- 4.9 The internationalisation process will be structured to develop the institutionally defined graduate attributes, including intercultural competence and global competence. UFS strives to develop graduates that are global citizens who contribute to a just society.
- 4.10 A glocal approach will be taken to internationalisation, which requires the University to act as a catalyst, which connects the Bloemfontein and Qwaqwa regions and communities, including industry and business communities, to the world.
- 4.11 In structuring internationalisation interventions, intersectionality will be emphasised and interdisciplinary as well as transdisciplinary international research will be encouraged. The

University recognises that the internationalisation process may be structured differently in different Faculties and business entities.

- 4.12 Suitable incentives to advance internationalisation at UFS will be developed, which may include annual awards for excellence in different categories of internationalisation, e.g. research internationalisation or development of intercultural competencies in students.
- 4.13 Appropriate reporting and measurement mechanisms for internationalisation at UFS are critical to create a narrative of UFS as a highly internationalised university, to determine progress with the process of internationalisation and to respond to new reporting requirements relating to internationalisation.
- 4.14 Governance of internationalisation will be through the Internationalisation Committee (IC), in which all deans and other critical stakeholders will be represented.
- 4.15 The Office for International Affairs (OIA) will be strengthened as the principal enabling office for internationalisation, which strategically and operationally supports comprehensive internationalisation at UFS and is responsible for coordinating reporting on internationalisation.

## **5. Institutional Positioning**

- 5.1 The UFS internationalisation process will be structured to enhance its visibility in rankings, globally and locally.
- 5.2 Criteria relevant to international university rankings will be extrapolated, and institutional data will be presented and made available to reflect positively in University rankings.
- 5.3 Suitable interventions will be developed to establish the UFS brand internationally and grow the recognition of UFS for its contribution to the development of the African continent.
- 5.4 The visibility of internationalisation activities is critical to develop the international profile of the University. The UFS Marketing Department, the Department of Communication and Brand Management and the OIA will work together to develop a strategy to jointly strengthen internal and external communications on the process of comprehensive internationalisation at UFS and specifically international research.

## **6. Research**

- 6.1 Internationalisation connects the University to global knowledge and is a critical driver for research and innovation. Pursuant to apartheid isolation, UFS had been cut off from disciplinary developments which form the conversations in the rest of the world. Knowledge of local communities is not valued, promoted and shared. International collaboration will be utilised to change those dynamics, and the University will actively support the integration of its research units in the relevant global knowledge exchange and disciplinary as well as interdisciplinary discourses.

- 6.2 The University focuses resource allocation and support for international research in its areas of strength and distinctiveness, considering the unique context it has to offer to the world. It advances research internationalisation through the identification and specific support of internationally relevant, interesting and competitive research niches and research hubs.
- 6.3 The University recognises the importance of international postdoctoral researchers, and aspires to excellence in all academic and administrative processes relating to them.
- 6.4 The University leverages on international research fellows, and endeavours to provide excellent support to them.
- 6.5 UFS strives to produce research outputs which are of the highest global standards. The university encourages publications in international high-impact journals, and joint publications with highly regarded international scholars. It encourages that its researchers measure themselves with the best in the world. This will be reflected in research funding and measurement criteria for research internationalisation.
- 6.6 UFS endeavours to attract excellent international researchers and research students to its university community. Realising that attracting brilliant minds often based on the experience shared by those already at UFS, and that their retention is equally important, dedicated support structures will be developed to ensure that international researchers and research students have a positive experience at UFS.
- 6.7 The University strives to enhance the international visibility of its research. Interventions include negotiating that special editions of its journals are guest-edited by highly rated international scholars, encouraging its experts to join the editorial boards of international high-impact journals, establishing UFS as a preferred host for high-profile international conferences and workshops, and developing suitable web-based platforms to present research and knowledge produced at UFS to the world. To protect integrity of research, suitable measures are put in place to protect researchers from exploitation by international predatory journals and other predatory research platforms such as predatory international conferences.
- 6.8 International exposure of researchers is critical. Within available financial resources, UFS will improve support for international research visits by its researchers, international research conference and workshop attendance by its staff, and participation of its staff in international research capacity development initiatives. Preference will be given to externally funded or co-funded opportunities.
- 6.9 Engaged research involving the communities in which the university is embedded is considered critical. The university values the involvement of international partners in engaged research, and strives to safeguard the interests of communities when conducting engaged research with international partners.
- 6.10 The University supports involvement in international research networks and partnerships and with the mobilisation of international research funding. Internal stakeholders providing relevant support include the Directorate Research Development (DRD) and the OIA.

## **7. Postgraduate research and education**

- 7.1 The development and offering of strong international joint and collaborative degree programmes at master's and PhD level is the central intervention aimed at internationalising postgraduate research and education.
- 7.2 Co-supervision of postgraduate students at PhD and master's level is strongly encouraged.
- 7.3 External examination of master's and PhD theses handed in at UFS; and scholars acting as external examiners for reputable universities outside South Africa are strongly encouraged.
- 7.4 All forms of postgraduate student mobility are encouraged, provided however that there is a reasonable cost-benefit relationship. Preference is given to doctoral mobility and to mobility which allows access to research instrumentation and research contexts required to complete postgraduate research projects.

## **8. Undergraduate Teaching and Learning**

- 8.1 Presently, aspects of the curriculum are stuck in apartheid isolation and colonial thinking. It fails to consistently reflect contemporary global thinking or respect for local understanding. Curriculum reviews to interrogate the marginalisation of particular identities and philosophies of knowledge, and to incorporate scholarship from Africa and the Global South are required. Curricula should reflect global standards and be structured to empower students to contribute to overcoming colonial and apartheid-rooted societal structures.
- 8.2 The purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students within domestic learning environments is prioritised. Curriculum internationalisation is considered an important part of curriculum transformation and intertwined with curriculum Africanisation and decolonisation. One of the focus areas will be to construct a curriculum which is responsive to the developmental needs of the African continent.
- 8.3 UFS is aware that many of its students are first-generation students who enjoyed little exposure prior to their University education and need to be affirmed in developing the competency to engage outside their own context. It structures internationalisation interventions, and specifically internationalisation of the curriculum, taking cognisance of this dynamic. Students from disadvantaged communities will be empowered to take pride in their identity and culture, which is an important prerequisite for successful intercultural and international engagement.
- 8.4 To support internationalisation of undergraduate programmes, international exchanges of undergraduate teaching staff and 'Collaborative Integrated Online Learning' (COIL) will be prioritised. The development of staff capacity in internationalisation is considered critical.
- 8.5 Undergraduate student exchanges will only be supported in special circumstances and in case of strategic interventions. Supported programmes may include those which can be cost-effectively structured with neighbouring countries, or those which are predominantly externally funded or



form an integral part of an international programme involving a large number of students, e.g. mobility of a select number of students involved in a COIL module.

## **9. Partnerships and Collaborations**

9.1 To support internationalisation, UFS strives to be involved in relevant international and institutional networks and organisations and to partner internationally.

9.2 When expanding and deepening its partnerships, the focus will first be on the Southern African Development Community, second on the rest of Africa, third on BRICS, fourth on the Global South and developing world, and finally on rest of the world. A special focus should be on Lesotho, a country closely connected to UFS. However, the University will continue to foster its partnerships in the Global North.

9.3 Out of the existing partnerships and collaborations, a limited number of strategic partnerships will be identified and specifically supported. Furthermore, the development of a strategic partnership with the National University of Lesotho will be explored.

9.4 The focus of partnership management will be on leveraging on impetus emanating from faculty, and supporting partnerships rooted at the grassroots academic level. Existing active partnerships and collaborations will be supported, and only terminated in exceptional circumstances.

9.5 The university will improve its reporting structures for activities taking place under the umbrella of its institutional partnerships, and other forms of international collaboration.

9.6 Mutuality, trust, equality, ethical principles, reciprocity, mutual benefit and informed consent are guiding principles for UFS international partnerships.

9.7 Equality and power dynamics in partnerships are of particular concern. The UFS supports its academics in structuring equitable partnerships.

9.8 International partnerships and collaborations with international non-university stakeholders form part of the UFS partnership portfolio, and are encouraged when they support the core business or the profile of the University.

## **10. International Students**

10.1 The value of international students is recognised, especially to support internationalisation at home (i.e. the purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all students, within domestic learning environments). Excellent international students enhance the quality of teaching and learning at UFS.

10.2 A diversification of the international student body is urgently required, the majority of international students presently hail from Lesotho. In the future, international students should be recruited from a cross-section of African and world regions. However, Lesotho should remain

recognised as a special catchment area for UFS students considering the proximity and connectedness of the country to the University.

- 10.3 The focus of international student marketing should be on attracting academically outstanding students with leadership potential to UFS. Responding to the SADC Protocol on Higher Education, at least 5% of enrolments should be from countries other than South Africa in the SADC region.
- 10.4 Excellence in international student experience is paramount to attracting high-quality international students. In line with the evolving South African policy framework for internationalisation, international students must be specially catered for to ensure that they enjoy rewarding social and educational experiences. The University develops and maintains support services for incoming and outgoing international students, including exchange students. The OIA renders full-degree, international student-dedicated support for study visa applications/renewals, admissions, registration, medical aid and housing. Adherence to the Code of Good Practice for Outbound and Inbound International mobility is undertaken by UFS, and dedicated support is provided by the OIA for incoming and outgoing student mobility.
- 10.5 All processes relating to international students will be structured to be humanising, socially just and inclusive. International students should receive the same service quality and treatment in all university processes, unless their non-South African nationality requires a differentiation.
- 10.6 UFS will consider the introduction of language support programmes for incoming international students who have not been using English as their medium of instruction before.
- 10.7 To advance the development of international and intercultural competence in local students, the social integration of international students is paramount. Suitable programmes for the social integration of international and local students such as mixing in residences, an international student buddy programme, and cultural events will be structured.

## **11. International Student Marketing**

- 11.1 International student marketing will be strengthened to stabilise and increase international student numbers. International student marketing is a joint responsibility of the UFS Student Recruitment Department and the OIA. For postgraduate student marketing the Postgraduate School is an additional critical stakeholder.
- 11.2 UFS considers alumni as critical ambassadors of the University. It may consider establishing international alumni chapters in countries where international graduate numbers justify this, e.g. Lesotho. Country-based organisations including all stakeholders who have a connection with UFS (e.g. former academic staff members and partner universities) may be developed to support international marketing and branding.
- 11.3 Mini career exhibitions, open days and other events aimed at attracting international students may be held in strategic source countries. Participation in international career fairs and trade exhibitions will be intensified.

11.4 Specific focus will be placed on attracting high-quality international research students, and the UFS research profile will be utilised to this end.

## **12. International Staff**

12.1 UFS strives to attract international staff that bring expertise not otherwise available to UFS. It strives to attract the brightest minds to the University and encourages national diversity of its academics.

12.2 UFS supports its international staff members with excellent advice and administrative support for their immigration processes. Dedicated support is rendered by the Human Resources Department, relevant strategic matters are considered together with the OIA.

12.3 Staff exchanges are encouraged. The preferred format for staff exchanges is that an UFS staff member visits for a period a partner institution, and is for this period replaced by a staff member from the partner institution.

## **13. Internationalisation at Home**

13.1 A critical aspect of internationalisation is the purposeful integration of international and intercultural dimensions into the formal and informal curriculum for all UFS students within the domestic learning environments.

13.2 UFS adopts a vision whereby every student will in the future have an international experience during UFS studies. This can be achieved through engagement with international students at the home campus and other curricular or co-curricular activities such as COIL modules, involvement of UFS students in international summer/winter schools and other forms of virtual mobility.

13.3 The University promotes and organises intersectionally celebrations of cultural diversity, including celebrations of Africa Day, Heritage Day and national independence days relevant to university community members.

13.4 The University actively supports the social integration of local and international students, and organises structured programmes as envisioned in para 9.6 above.

## **14. Role of the Office for International Affairs (OIA) (Internationalisation Support Office)**

14.1 UFS is strengthening its OIA, thereby preparing itself for the need to provide appropriate management, administration and support for all matters related to internationalisation, and specifically for international students, entrenched in the national draft 'Policy Framework for Internationalisation of Higher Education in South Africa'.

14.2 OIA has the principal purpose to enable internationalisation at UFS. It is a strategic office, which renders advice on internationalisation. It supports the international activities of internal UFS stakeholders, and specifically supports research internationalisation.

- 14.3 Coordination of international projects is limited to circumstances where project structure, donor requirements or other overarching considerations require this.
- 14.4 OIA facilitates international partnerships, advises internal stakeholders on partnerships processes, and coordinates information and reporting on international partnerships.
- 14.5 OIA provides specialised services for international students and is responsible for their compliance with relevant legislation. The University will explore whether in the future the full-value chain of services relating to international students should be provided through the OIA.
- 14.6 OIA structures co-curricular internationalisation at home activities, such as cultural diversity celebrations and activities supporting the social integration of international students.
- 14.7 OIA is responsible for institutional reporting on internationalisation, and creating an institutional narrative of internationalisation.
- 14.8 In its activities, the OIA takes an intersectional and interdivisional approach, which includes collaboration with the SRC and international student representations.
- 14.9 A matrix-reporting model should be considered, with a principal reporting line to the Vice-Rector Research and the following functional reporting lines:
- Strategic matters - Rector
  - International Student Matters – Registrar Systems and Administration
- 14.10 The office actively forges stakeholder relationships with:
- Embassies/High Commissions;
  - Funding Agencies (foundations, technical support agencies, specific international HE funding and scholarship agencies);
  - National and international internationalisation organisations;
  - Relevant South Africa government departments, including the Department of Home Affairs, the Department of Science and Technology, the Department of Higher Education and Training, and the Office of the Premier, Free State province;
  - International offices at other universities;
  - Medical aid service providers for international students.

## **15. Indicators for Internationalisation in Institutional Reporting**

UFS recognises that concise reporting for internationalisation is essential, and may become mandatory once the National Policy Framework on Internationalisation of Higher Education in South Africa will have been promulgated. It will define indicators for internationalisation, for which targets will be set. They may include the following:

### 15.1 Research

- Co-publications with international authors;

- Involvement in international research projects;
- Acquisition of international research funding;
- International academic staff members at UFS;
- Research mobility (including scientific visits and presentations of research at international conferences);
- Hosting of international research events (e.g. conferences and workshops) at UFS;
- Publications in international journals, differentiated by impact factor;
- Co-supervision of master's and PhD students;
- Visits by international scholars/delegations to UFS.

### 15.2 Teaching and Learning

- Incoming international degree students, differentiated by PG/UG, qualification and country of origin;
- Incoming international exchange students, differentiated by PG/UG, qualification, country of origin and duration of stay;
- Incoming study abroad students;
- Joint degree programmes, the information must include type of the programme, enrolment numbers and partner information;
- COIL modules and other virtual mobility;
- Students participating in structured internationalisation at home activities;
- Outgoing student mobility;
- Intercultural competence of students at programme entry/exit of degree or internationalisation programme;
- Participation of UFS students in Internationalisation at Home activities;
- Any other internationalisation initiatives involving UFS students.

### 15.3 Community Engagement

- Comprehensive information on international community engagement projects;
- Participation in international community engagement projects.

### 15.4 Financial Sustainability

- International research funding;
- International research development funding;
- External mobility funding for UFS students;
- External funding for joint or collaborative degree programmes;
- External funding for international teaching and learning activities;
- Administrative international student levies;
- International student tuition fees;
- Study abroad programmes offered by UFS (e.g. semester study at UFS);
- Summer/winter schools offered by UFS.

## **16. Financial aspects**

- 16.1 A suitable financial sustainability model for internationalisation will be developed.
- 16.2 Ethical income generation through internationalisation will be encouraged. Summer/winter schools and study abroad programmes are amongst the programmes which could be structured to generate funding for internationalisation initiatives, e.g. to support staff exchanges, doctoral student mobility, COIL modules and social integration programmes for international students and other internationalisation at home activities.
- 16.3 A further differentiation of fees should be considered which would accommodate students from lower and mid-income countries, and the rest of Africa outside the SADC region. Competitive fees should be charged for students hailing from high-income countries.
- 16.4 UFS may consider charging incoming exchange students an administrative levy where this is appropriate in terms of the underlying legal framework of the student exchange.
- 16.5 Administrative levies charged from international degree students will be utilised exclusively for international student services. For SADC students, this is required in terms of the SADC Protocol on Higher Education.

## **17. Institutional Development**

- 17.1 Considering the funding restraints experienced in higher education, mobilising international funding for institutional development is a high priority. UFS endeavours to leverage onto externally funded international capacity development projects, with a specific focus on Qwaqwa and South campuses.
- 17.2 To support institutional development, international benchmarking for programme and process development and revision is encouraged. However, such activities should be structured in a cost-effective manner, and desktop-based initiatives and the use of electronic communications are the preferred options for conducting such activities.

## **18. Naming of places**

Naming of select spaces should reflect international diversity, with an emphasis on the African and Global South outlook of the university. Special consideration should be afforded to Sesotho symbols and names, transcending the national boundary.

## Reference

Department of Higher Education and Training (2017). Call for Public Comments on the Draft Policy Framework for the Internationalisation of Higher Education in South Africa. Government Gazette no. 40815, 28 April 2017, Vol. 622, page 3. Also available on the internet at <http://www.dhet.gov.za/Policy%20and%20Development%20Support/Draft%20Policy%20framework%20for%20the%20internalisation%20of%20Higher%20Education%20in%20Suth%20Africa.pdf> (accessed 9/10/2017).