



University of Groningen

- 400 Years of Passion & Performance -

Founded in 1614

Workshop 2

Enlarged concept of sustainability – maximising institutional and societal impact

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“A **sustainable programme** is not necessarily one that maintains exactly the same structure as during the funded period.

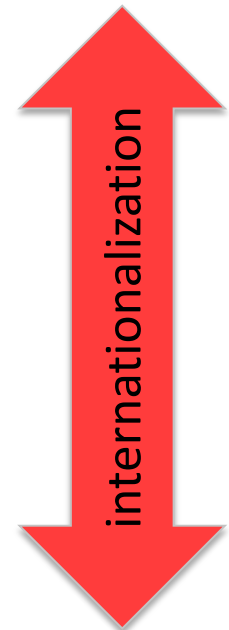
Changes, new developments, different approaches and solutions are all part of the natural evolution of a project, **as long as it still delivers an added value** to the institutions, the students and other beneficiaries.”

What is this “added value”?

University mission: education, research & societal impact

⇒ Quantitative & **qualitative** aspects; UG strategy 2015-2020, a selection:

- › Research: **ground-breaking (fundamental) research** related to UG research priorities
- › Education: **active learning & talent development; global citizenship; research-based**; development of skills, attitudes and knowledge to **compete** successfully in the **global labor market**
- › Societal impact: **entrepreneurial skills; knowledge transfer and value creation**; cooperation with **industry, NGOs and local and national government**



“It is **limited** to look at **sustainability** only in terms of **finances**. It also, for example concerns *integration, continued cooperation, added value, innovation, quality, visibility, employability and transparency....*”



Sustainable internationalisation
contributes to sustainable EMJDs
&
Sustainable EMJDs contribute to
sustainable internationalisation!

There is a **positive relationship** between
the level of integration of EMJDs in an
institutional internationalization strategy
and their impact on **quantitative &
qualitative** aspects of **Education,
Research & Societal Impact**

Sustainable internationalisation

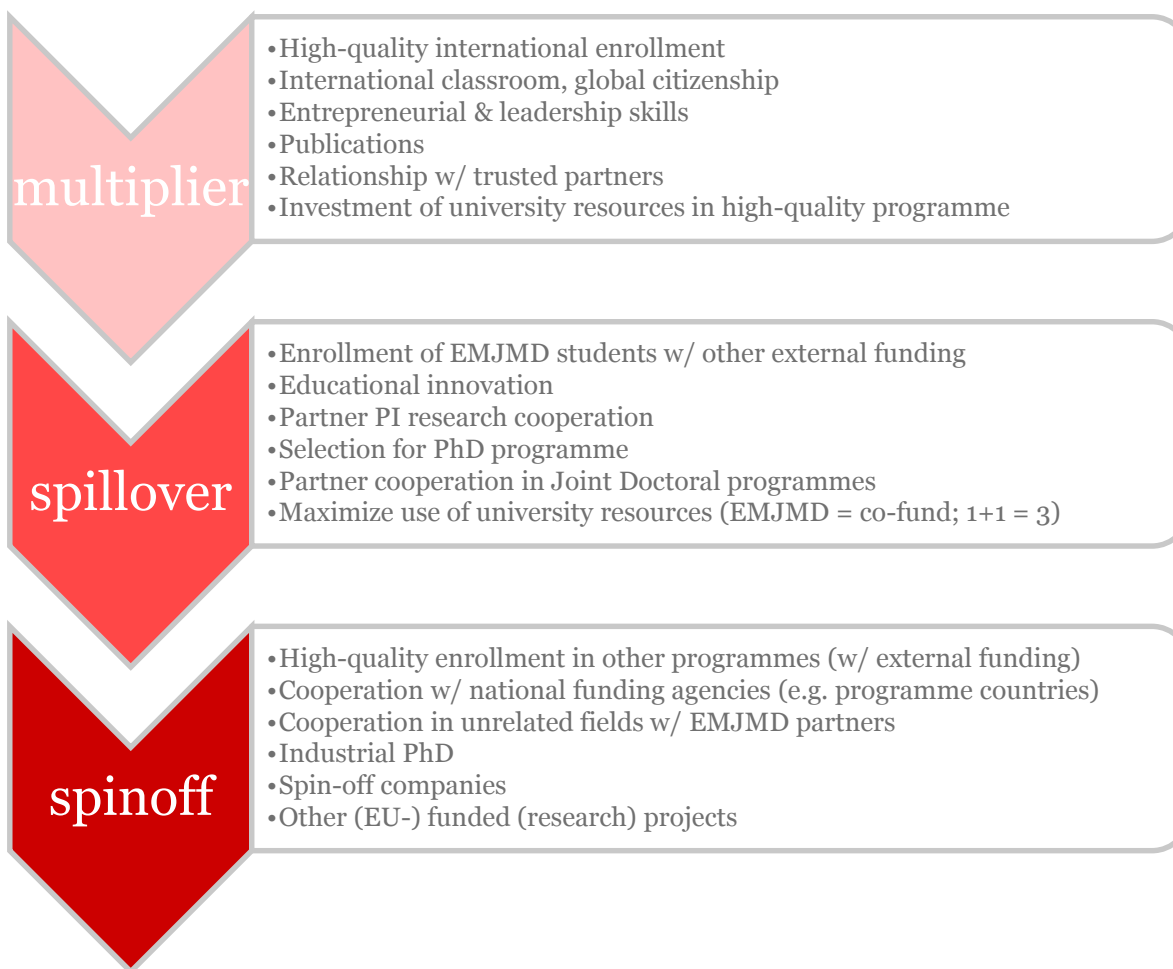
Three key elements:

1. **Time:** sustainability implies a continuum
 2. **Complexity:** the cooperation continuum develops and evolves over time, adding layers of complexity
 3. **Interconnectedness:** linking different (un)related initiatives
- .
- ⇒ Sustainable internationalisation focuses on multiplier, spillover and spin-off effects, i.e. “internal”, “external” and “unexpected” added value.

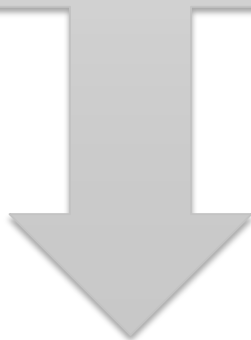
Sustainable EMJMDs

Are part of sustainable internationalisation...

- (I) EMJMDs by themselves are the result of **already existing complex forms of cooperation**;
- (II) EMJMDS are at risk **of discontinuity** (no sustainability in time) when project funding ends, even though there is a complex cooperation history and ample partner commitment (EMJMD Survey 2016: 49% (19 programmes 2004-2010) continued to exist)
- (III) Could **interconnectedness** – linking different (perhaps seemingly unrelated) cooperation initiatives – help keep the threat of discontinuity at bay?
- (IV) EMJMDs may themselves **generate** further ideas for enhanced collaboration and innovation, promoting institutional & societal impact



The embedding of EMJMDs in an **internationalization strategy**, if properly **managed**, creates longer-term added value in education, research & societal impact. **Focus and invest**, in an atmosphere of **sustainability & accountability**





Thank you

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