

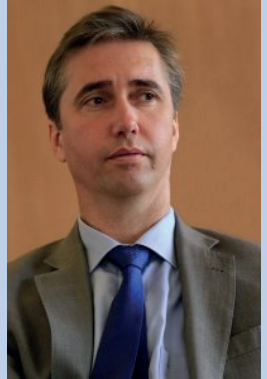
# INTERNATIONALIZATION OBLIGATION OR OPPORTUNITY ?

Annual conference of the Heads of administration of Higher Education and Research  
University of Toulouse Capitole  
Thursday 20 & Friday 21 June 2019

ASSOCIATION

**DGS**

**DIRECTEURS GÉNÉRAUX  
DES SERVICES**  
D'ÉTABLISSEMENTS PUBLICS  
D'ENSEIGNEMENT SUPÉRIEUR



## WORDS FROM THE PRESIDENT

From their medieval origins, universities have been institutions with an international dimension in welcoming students and teachers from La Sorbonne, Oxford and Bologna, to name but a few. The trip was a condition for academic excellence. Let us recall, for the anecdote, that the Faculty of Arts of Paris was divided into four "nations", French, Norman, Picardy and... English. Higher education and research institutions were created in the Middle Ages and have evolved in an international dimension intrinsic to their very nature and to the claim to the universality of science.

However, in the second half of the 20th century, the massification of higher education sometimes forced institutions to focus on their national or even regional dimension in order to meet this challenge. At the same time, in 1987, with the creation of the Erasmus programme, the European institutions made academic institutions the major and, at this stage, still unique actors of a Europe of citizens.

Over the past twenty years or so in France, and particularly since the trauma of the 1st Shanghai ranking, which suddenly internationalized the measurement of the performance of a system that had hitherto been highly self-centred, internationalization has once again become an integral dimension of the process of change and evolution of higher education systems.

Since then, internationalisation has even become a central driving force for change, as evidenced by the recent desire to create "European Universities" since the Sorbonne speech by the President of the Republic, Emmanuel Macron, which will take the form of a call for European projects.

In research, in line with the most visible international rankings, a real "market" for research has been set up, involving fierce competition to attract talent and offer them a very high level scientific environment.

For training, the significant increase in the number of students worldwide and the need to prepare our students to evolve in a globalised world, raise questions about the organisation of curricula and reception, and therefore internal organisations. All evaluation or accreditation systems have since developed this dimension in their standards, whether it be HCERES, European standards or accreditation systems for business schools (Equis, AACSB, etc.). It is therefore a real challenge for universities, and even a real injunction for some.

The current context, particularly in view of the call for projects "European Universities", requires the Association of DGSs to address this issue, which rarely lies at the heart of our daily challenges, in order to question the various aspects of the internationalisation of our institutions.

The annual conference of the DGSs will question our own practices, but also those of foreign institutions, both in their Research and Training dimensions, but perhaps also in relation to their organizational and economic models.

We propose to put into perspective the sometimes glaring gap between the stated ambitions and the financial and human resources mobilized on this theme. The exchanges could even go so far as to question the meaning given to "international" according to the nature and characteristics of the institutions.

The Association of DGS therefore proposes that you to address these issues at its bi-annual conference to be held in Toulouse on Thursday 20 and Friday 21 June 2019.

Hosted by the University of Toulouse 1 Capitole, we will discuss the following themes:

- The characterization of internationalization, and the role of rankings and evaluation benchmarks,
- internationalization models in France and abroad,
- the conditions for the success and attractiveness of Research and training.

Frédéric DEHAN  
Conference of the DGS of Higher Education and Research

# PROGRAM

## WEDNESDAY JUNE 19

19h00 : Welcome aperitif cocktail  
Great Hall - Arsenal - University of Toulouse Capitole

## THURSDAY JUNE 20

08h30 - 09h30 : Welcome coffee 

9h30 - 9h45 : **Introduction**



- *Opening by* **Corinne MASCALA**, President of the University of Toulouse Capitole
- **Franck LEPRÉVOST** - Adviser sites and institutions at the MEC, lecturer-researcher at the University of Luxembourg
- **Jean-Marc RAPP** - President of the IDEX jury
- **Nikki HORSEMAN** - Head of THE International Ranking

*They will discuss the impact of internationalization on university structures.*

*The ensuing debate with the participants will be moderated by* **Jean-Yves DE LONGUEAU** - General Inspectorate for Higher Education and Research

12h30 - 14h00 : Buffet in the cloister

14h00 - 15h30 : **1st round table** - *Moderator:* **Cécile CHICOYE** - DGS UT1 Capitole  
*Different models of internationalization with speakers coming from french and foreign institutions.*

- **Gérard CREUZET** - General Delegate CentraleSupélec
- **François KIEFER** - Director INSA Méditerranée
- **Janosch NIEDEN** - EUCOR - European Campus Strasbourg, University of Strasbourg
- **Émilie DESCONET** - Cross-border cooperation officer University of Pau & Adour Countries
- **Tayyeb SHAH** - King's College London Vice President Global business development 
- **Stephan VAN GALEN** - University of Groningen - Netherlands DGS 

*Thematic : Higher Education institutions across Europe have entered into international competition according to their characteristics, their means but also according to their concept of a necessary internationalisation.*

*Is it a question of attracting students with high purchasing power, of promoting research, are we in an "industry" or within the framework of cooperation policies? Hence the various models of internationalization: campuses abroad, contractualization etc.?*

*The participants in the round table will present a variety of experiences allowing for different perspectives.*

15h30 - 15h45 : Coffee break ☕

15h45 - 17h30 : **2nd round table** - Moderator **Frédéric DEHAN** - President of ADGS and DGS of the University of Strasbourg

**Research: what policy of international attractiveness and what means of support for research?**

- **Pr Christian GOLLIER** - Director of TSE (JJ Laffont Foundation)
- **Fabrice ANDREONE** - European Commission, DG Research & Innovation
- **Mariama COTTRANT** - University of Avignon, Project Support Manager
- **Abdallah OUGAZZADEN** Head of Georgia Tech Lorraine and former Director of UMI Georgia Tech University of Lorraine

*Thematic : University research, by definition international, requires higher education institutions to develop genuine strategies of international attractiveness in order to develop, support structures and support for project development, incentive HR policy, development of targeted partnerships, etc. The challenges are important, attracting talent and setting up mechanisms to retain it, significantly developing financial resources by mobilising European levers, creating ad hoc structures abroad or in France, associating French and foreign researchers.*

*The participants in the round table will discuss the different aspects of this theme by crossing perspectives from different institutional positions.*

19h00 : **Reception of the City Hall**

Salle des Illustres Toulouse City Hall Place du capitole

## FRIDAY JUNE 21

9h00 - 10h30 : **Training and students: What attractiveness, why?**

- Moderator **Valérie GIBERT** - DGS University of Rouen
- **Bertrand MONTHUBERT** - President of Campus France
- **Nadia PELLEFIGUE** - Vice-President of the Occitania Region, on grant policy
- **Alexandra MENDOZA-CAMINADE** - VP International Relations of the University of Toulouse Capitole - on the implementation of an agreement strategy
- **Philippe DEDIEU** - VP of the FUN MOOC FUN MOOC GIP - on the role of MOOCS in this environment
- **Dominique MARCHAND** - President of CNOUS
- **Annabel VUILLIER-COOLS** - Erasmus + Agency
- **Pierre-Jean THIL** - student

*Theme: Higher education institutions are investing to make their courses attractive internationally by offering courses that meet internationalisation criteria (courses in foreign languages, double degrees, pedagogical and digital innovations, etc.). This attractiveness strategy is taking place in the European (ERASMUS mobility programmes) and national contexts with the launch of the "Welcome to France" programme (simplification of visa*

policy, foreign language training, reception quality label, differentiated registration fees and scholarships). Local authorities have also long been interested in these factors of attractiveness for the territory.

The participants in the round table will echo these various measures to promote the internationalisation of training policy.

10h30 - 10h45 : Coffee break ☕

10h45 - 12h30 : **Networks: For whom, for what?**

- Moderator **François TAVERNIER** - DGS ENS Paris Saclay

The presidents of the main DGS organizations (english speaking and french speaking) as well as the representative of the EAU and the Institut de la Gouvernance du Nouvel Espace Universitaire Francophone (IGNEUF) will be present.

- **Esa HÄMÄLÄINEN** - DGS University of Helsinki and President of HUMANE

- **Stéphane BERTHET** - Vice-Rector of the University of Geneva and President of GISGUF

- **Bernard ZUPPINGER** - Director of the Governance Institute of the Agence Universitaire de la Francophonie IGNEUF - AUF

- **Andrée SURSOCK** - European University Association - EUA

***Thematic:** Mostly on a European scale, but not exclusively, the international university landscape is irrigated by events, training and publications of networks, whether institutional or professional. The analyses they propose are fundamental for all those who are currently involved in modernisation projects, benefiting from a very useful perspective. The round table will bring together representatives of two networks more specifically dedicated to DGSs or similar (Humane and GISGUF) and two more institutional networks (EUA and AUF).*

*The exchanges will make it possible to present the initiatives of these key players in internationalization but also their expectations of the DGS.*

12h30 - 14h30 : Buffet in the cloister

14h30 - 16h00 : **Closing of the conference**

- **Alain BERETZ**, chargé de mission to the Minister on European universities, *will close the conference*

- **Laurent GROSCLAUDE** - MCF Droit, Former VP International Relations COMUE, *will present the synthesis of the work*

16h00 - 17h30 : **AGM of the ADGS**

18h45 : Bus departure

19h15 - 24h00 : **Gala Evening**

## SATURDAY JUNE 22

10h00 : Departure for the Château de Mayragues (81)

11h00 : Visit of the organic wine farm, tasting

12h30 : Picnic

14h30 : Departure for Toulouse (*arrival 15h30*)

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