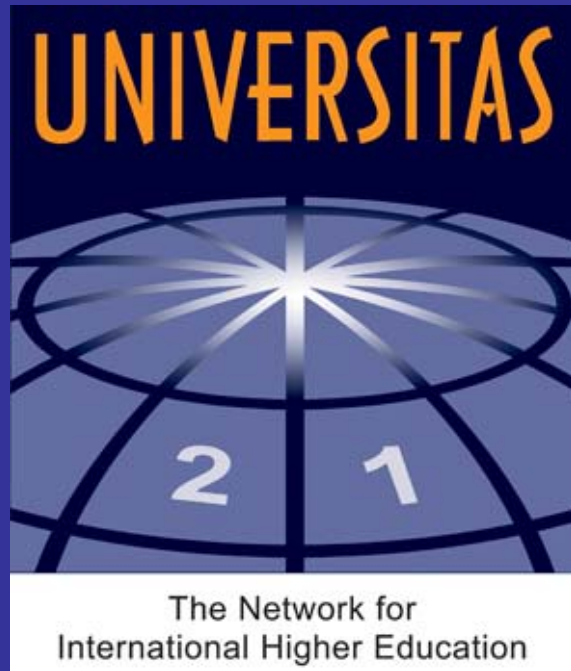
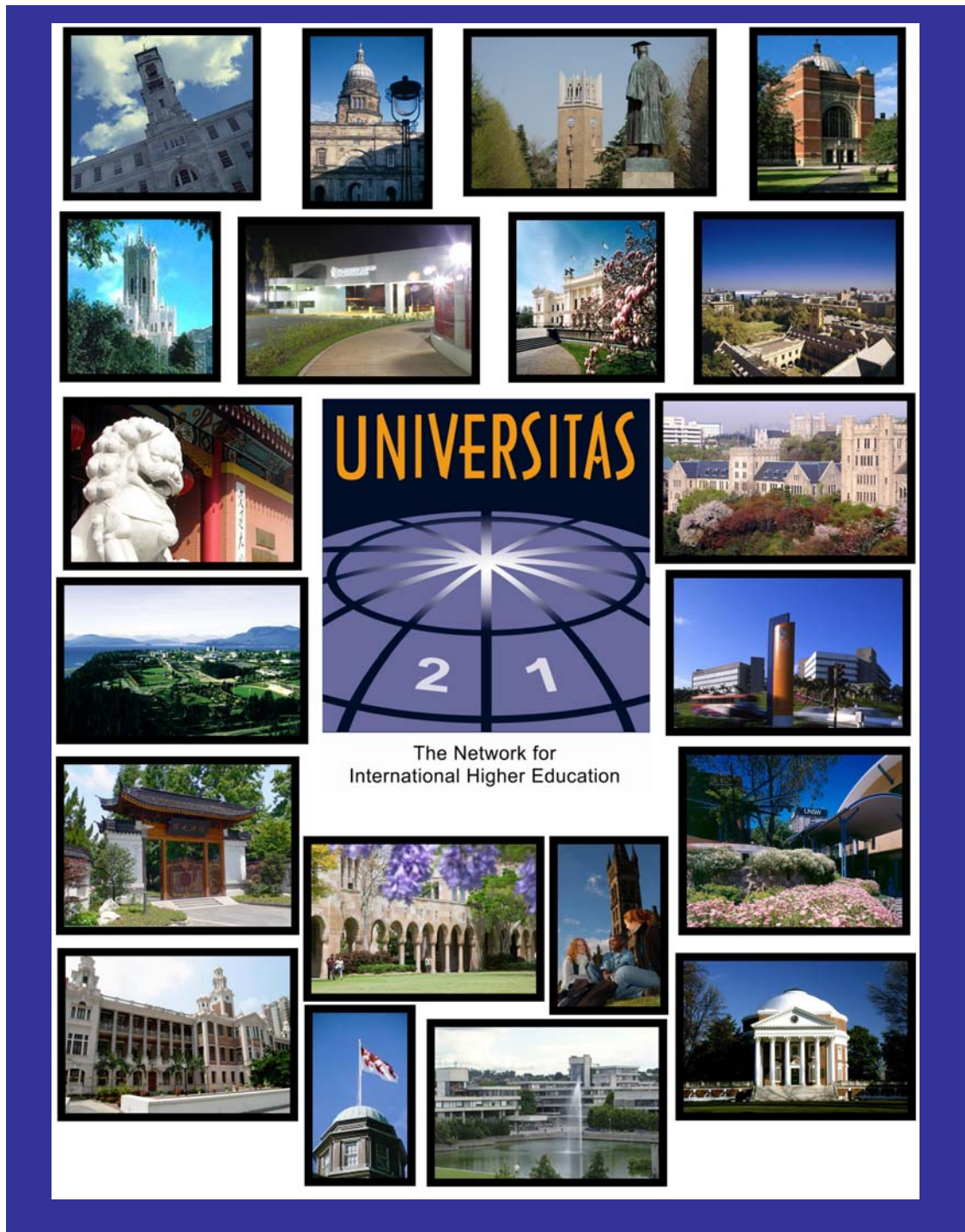




*Universitas 21*  
Strategic Plan  
2007 - 2012

## *Universitas 21 Strategic Plan 2007-2012*



## ***Universitas 21 Strategic Plan 2007-2012***

This new strategic plan has been drawn up as a result of extensive consultation within the network. It originated at a meeting in Charlottesville, Virginia at which a number of Presidents and Managers met to plan the means of moving the network forward into its second decade. It builds on the achievements and strengths of the first 10 years and also the lessons learned about the challenging nature of network working as well as the distinct contributions which members can bring to this both individually and collectively.

This strategic plan signals opportunities which we will pursue, and it is supported by an operational plan containing specific action which the members will review and agree annually. This strategic plan will be reviewed after three years, with an interim review mid-way during the period, should members feel that necessary. The plan commits to providing opportunities in which members can participate, should they choose, and it represents the vision of the network for the future.

This plan was approved at the annual Presidential network meeting held at McGill University, Montreal in April 2007 and will be available to prospective new members of the network in addition to existing members. Progress against the plan will be reviewed annually at our network meetings and the operational plan to support it will also be endorsed at that meeting.

Professor Heather Munroe-Blum  
*Universitas 21* Chair (2006-2007)  
Montreal, 21 April 2007

## ***Universitas 21 Strategic Plan 2007-2012***

### **Values and principles**

Since we first identified our guiding principles in 2003, the network has developed and matured. It is right, therefore, that we revisit our basic values as a network which will guide and inform the actions we plan to undertake together. The consultation exercise we carried out within the network has confirmed that the following principles have wide support among members, and they will also give prospective new members an indication of what makes *Universitas 21* unique.

Our activities will be informed by our core underlying principles of

1. A global focus and perspective
2. A commitment to excellence in all we do
3. A commitment of those involved to collaborative and co-operative work and spirit while ensuring there are clear outcomes
4. A determination to achieve added value
5. A constant striving for innovation and the creation of multilateral opportunities for members
6. Sustainability of activity

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### Mission

During the consultation process, members wished to place emphasis on this exclusive network which is characterised by the three 'c's – collaborative and co-operative work of a comprehensive nature. This is best articulated more fully below:

*“As the leading global network of research universities, Universitas 21 aspires to create distinct opportunities for multilateral collaboration and engagement.*

*Its focus is on educational development; mobility of students and every category of staff; research and knowledge transfer; and the core systems and processes that support such activity.*

*Through multilateral programmes, projects and teams, Universitas 21 seeks to maximise unique opportunities for engagement beyond existing bilateral arrangements, thereby strengthening the capability and reputation of its members.”*



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### **External environment**

At the time of its creation, *Universitas 21* was the first global network. Ten years later, it is a model others have chosen to follow. Although it is said that imitation is the sincerest form of flattery, *Universitas 21* is not complacent - we recognise that it may be in the interests of many of our members to belong to different collaborative networks or consortia and that this adds to the richness of *Universitas 21*.

The external climate has changed since *Universitas 21* was created in 1997. This has been evidenced not only by changing financial fortunes – from huge investments in higher education and research in some parts of the world to changes in the mix of funding in others – but also by the new salience of rankings of universities in a competitive market place. *Universitas 21* members have changed and adapted as a result of these external pressures and, in turn, the network must also do so in order to be relevant to members and to engage with the wider community outside higher education on issues of global significance.

For this reason, we will endeavour to build positive working relations with other organisations with global reach and interests outside higher education to explore areas of common interest and synergy. As an example, we would wish to build on our existing links with the IMHE (Institutional Management in Higher Education) Programme of OECD (Organisation for Economic

## ***Universitas 21 Strategic Plan 2007-2012***

Co-operation and Development) with whom we are organising a conference in September 2007. Such relationships will seek to strengthen the capability of the network and to address specific problems or opportunities to add value to network activities in order to further achieve successes in line with our underlying principles.



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### Membership

There is currently a limit on membership numbers of 25. This is felt to be reasonable due to the exclusive nature of the network. The current membership of *Universitas 21* LBG lies at 20. The level of involvement in network activities is very variable, for example, the University of Peking's involvement has been extremely selective across a broad spectrum of activity..

It is important that growth of membership is managed to maintain the quality of membership, the synergy of members and the engagement in network activity. *Universitas 21* seek to increase membership in a targeted, incremental manner having regard to global spread of membership while at the same time ensuring that new members share the same ideals as the existing members. Membership of the network will remain exclusive during this period.



## Universitas 21 Strategic Plan 2007-2012

### Goals

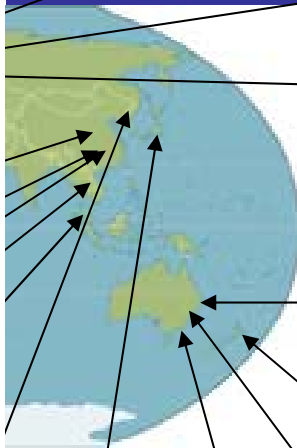
Informed by our underlying principles, and driven by our mission (as a network as well as at an individual member level), *Universitas 21* commits itself to a plan of collective



action which brings added value to the network and its constituent members, engages with issues of global significance, recognises that



members will join in those activities in which they have a particular interest or expertise, and provides opportunities for shared and innovative developments.



Few activities will involve all as we work à la carte; but all will be involved in many activities. We further commit to the applicability of our endeavours both within and outside a university context. To this end, we have identified 5 key



goals for the medium (3-5 years) term.



These will be reviewed on a regular basis against a report of activity and it is anticipated that changes will be made to it to roll forward in the light of experience, changes in network membership, global or member priorities, or such other factors as the membership may deem relevant.

## ***Universitas 21 Strategic Plan 2007-2012***

### **To be the leading international higher education network, enhancing the capability and standing of its members**

Through

- ◆ Being seen as the leading higher education network by our members and, more widely, by HE commentators at a national level.
- ◆ Building, maintaining and promoting links with decision-makers and opinion-formers of global, national or regional significance.
- ◆ Mounting at least one distinguished U21 lecture on an issue of global significance at one of our member universities on an annual rotational basis.
- ◆ Debating issues of global significance to higher education at our annual Presidential meeting and informing debate on such issues more widely by engaging as appropriate with leading thinkers.

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### **To make an impact with co-badged collaborative research of global relevance and significance**

Through

- ◆ Supporting activity relating to at least three generic research themes: water sustainability, healthcare delivery and culture and heritage.
- ◆ Supporting at least one major academic conference a year in a field of collaborative interest identified through consultation with the faculty of our member institutions.
- ◆ Building links with international non-governmental and philanthropic organisations to inform the identification of opportunities for staff in our member institutions and to inform external organisations of the collaborative and joint opportunities presented by an established network such as *Universitas 21*. It is recognised that additional funds other than those of the network or its members will need to be secured to support any major international project.
- ◆ Encouraging staff and students across the network to make links with other institutions through fellowships, travel bursaries and encouraging networking activities at major international conferences.

## ***Universitas 21 Strategic Plan 2007-2012***

**To recognise the interlinked nature of research, teaching and knowledge transfer as underpinning the activities of our members and of the network**

Through

- ◆ Developing innovative ways for increasing student, faculty and staff mobility.
- ◆ Working towards the commitments of the Shanghai Declaration in relation to student mobility.
- ◆ Developing ways of mutual credit transfer and recognition of undergraduate degrees.
- ◆ Collaborating on developmental opportunities for staff and faculty, either by organising courses, conferences or programmes for staff or by facilitating opportunities for staff at another university than the one in which they are employed.
- ◆ Organising network opportunities for graduate students linked either to U21 events or to other academic conferences they attend.

## ***Universitas 21 Strategic Plan 2007-2012***

### **To encourage cross-network collaboration and work**

Through

- ◆ Developing innovative ways of sharing teaching and experience, benchmarking best practice where appropriate.
- ◆ Creation of jointly developed and delivered curriculum across member universities, to both on-campus and exchange students, building on the success of the Global Issues Programme (jointly organised by the Universities of Auckland, British Columbia, Hong Kong, Nottingham and Melbourne).
- ◆ Running an annual Summer School for undergraduate students, an annual Undergraduate Research Conference which results in published proceedings and a Graduate Students Conference on research methodology and publication.
- ◆ Investigating the potential for joint graduate study and joint PhDs, with the view to encouraging these with willing participant members.
- ◆ Sharing good practice and benchmarking activity.

## ***Universitas 21 Strategic Plan 2007-2012***

**To keep our internal processes and structures under review so that we can respond to opportunities and be accountable to our members and the wider community**

Through

- ◆ Seeking to expand the membership of the network on a selective basis, bearing in mind the need to ensure representation from those continents which are under-represented in the network while not departing from the commitment to admitting only the highest quality institutions.
- ◆ Maintaining an up-to-date website.
- ◆ Producing high-quality publications for members and friends in a timely, clear, consistent and accessible format.
- ◆ Demonstrating clear and decisive leadership of the network and all its activities at all levels.

## ***Universitas 21 Strategic Plan 2007-2012***

- ◆ Monitoring projects against milestones, working with project leaders to overcome any problems they may have with the shared objective of achieving a successful outcome.
- ◆ Strengthening internal processes within each U21 institution so as to promote active engagement in U21 affairs.
- ◆ Continuing to work with U21Global to ensure the highest possible academic standards while at the same time maintaining a firm commercial footing to this collaborative venture with a body outside the network.

**Universitas 21**

The International Network  
of Higher Education



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be found on our website

[www.universitas21.com](http://www.universitas21.com)

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