



UNIVERSITY
OF ERFURT

Internationalization Strategy

OF THE UNIVERSITY OF ERFURT



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1. INTRODUCTION

Internationality, openness and diversity make up the core values of the University of Erfurt, an institution that has seen itself as an internationally-focused reform academy since its founding in 1994. Because of its orientation towards interdisciplinary studies and the social sciences, the University of Erfurt considers interculturality to be an essential part of social, economic and ethical conduct. The importance of internationality and interculturality is reflected in the range of courses offered by the many faculties of the University, international cooperations and research projects.

The University of Erfurt is welcoming the entire world; men and women from 88 countries study, teach and conduct research here. Of the 480 international students that were enrolled at the University of Erfurt in the winter semester 2018/19, 129 were in Bachelor's degree programs, 189 were in Master's degree programs and 66 were enrolled in doctoral studies. The international student body was also comprised of 82 exchange students and 14 students taking preparatory German courses for their future studies.

The University of Erfurt is the oldest and one of the youngest universities in Germany: it is established on a regional level, and with around 6000 students it is one of the smaller universities in Germany. The university's success in internationalization, as measured among other things by scholarship recipients and funding provided by the German Academic Exchange Service [*Deutscher Akademischen Austauschdienstes (DAAD)*] is even more impressive. The University of Erfurt achieved a ranking of 5 out of 50 other smaller German universities, with 1,04% international scholarship recipients from the DAAD measured as a ratio of the total number of students. In DAAD grant funds, the University of Erfurt was ranked number 11 out of the smaller universities and raised almost three times the average compared to all German universities.

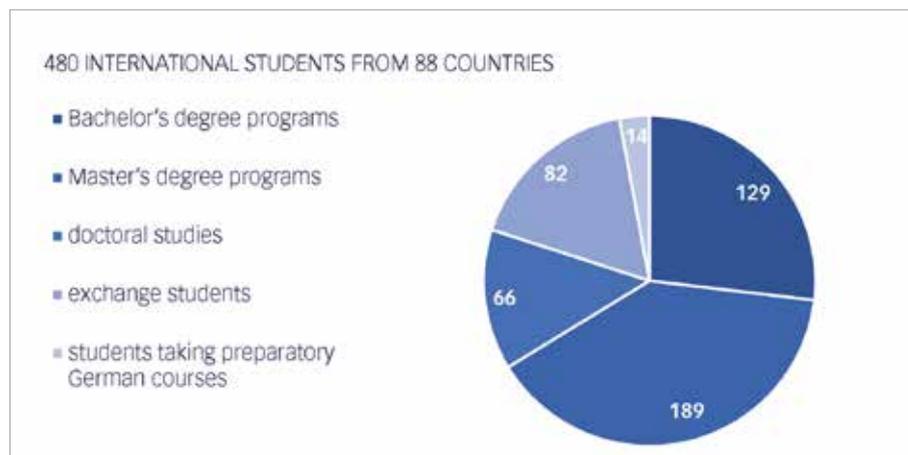
The University has focused its objectives towards excellence of research and appealing academic and teaching conditions. Promotion of internationalization in all of its facets also plays a major roll. In light of the University of Erfurt's great strides towards internationalization in recent years, it is especially important now to identify measures and initiatives to increase the visibility of our international and interdisciplinary approach to research and academics.

Diversity and interculturality are among the most important conditions for innovative research. New ideas can only develop and take shape in an environment that transcends cultural boundaries and promotes the free exchange of ideas and open-mindedness. Excellence in science requires diversity and originality as the source for its inspiration. A future-oriented university must therefore be committed to internationality, which should be reflected in the intensification of its international activities, as well as through the promotion of a better and more solid understanding of these values on the campus of the University of Erfurt (Internationalization at Home).

This position and strategy paper reflects both the status quo and the perspectives of the University in general and describes the framework for the continued process of internationalization of the University of Erfurt through the year 2025. The strategy paper provides an overview of the possibilities and planned objectives and measures for the coming years. In particular, for a comparably small and young university like the University of Erfurt, commitment and initiative on the part of individual scholars and University members have served as the engine of internationalization up to now. These successful initiatives will be deliberately promoted in coming years, in order to develop a strategically harmonized and collectively responsible comprehensive concept. Because of the specific academic and research profiles of the university and the diversity of departments, the areas of focus and activities vary significantly and will be weighted accordingly.



The objective is to recognize internationalization as a common task and to promote it proactively, even though not all of the University members and facilities are required to participate in equal measure and with similar activities. The diverse nature of the development profiles of the faculties, institutes and departments is exactly what distinguishes the character of the University of Erfurt. It is essential to strengthen and integrate the predominately individual activities and participants, and to harmonize them with the strategic objectives of the university without jeopardizing the quality of the academics and research in order to achieve the targeted quantitative metrics.



2. INTERNATIONALIZATION AT THE UNIVERSITY OF ERFURT

The University of Erfurt understands internationalization as a multidimensional, multi-level, integrative and transorganizational process for the development and adaptation of conditions that constantly improve an international and intercultural transfer of knowledge. This takes place in the core areas of research and academics, which in turn contribute to the continued development of the University in a globalized environment. Internationalization is making a major contribution to quality management and continued development of the University of Erfurt in its courses of study and academics, research, doctoral work and also administration.

COLLABORATION

Internationalization thus assumes the function of a strategic, trendsetting cross-sectional task of the University of Erfurt, in which departmental and cross-faculty scientists and students work together in cooperation with University management and the individual administrative units. This collaboration relates to academics and research equally with the objective to reinforce and expand the existing international network and to put a greater emphasis on mutual academic and research content against the backdrop of internationalization. There are currently bilateral cooperation relationships with 92 Universities and research facilities in 23 countries of the European Union (EU), including three European countries that do not belong to the European Union, as well as with 19 countries outside of Europe. This is a good foundation; the strategy should further focus on qualitative criteria. Current and future cooperative relationships must be based on a broader footing and on exchange student programs stronger linked to academics and research, which up to now have been operated mainly in isolation from one another. In addition to the already institutionalized partnerships, inclusive of the Erasmus agreement, professors and scientists of the University have numerous international contacts. The University administration wants to turn these individual international contacts into institutionalized and sustainable partnerships. In addition, observations and discussions should be conducted with a view to potential strategic partnerships. There are continuous development efforts of internationalization pursued by focusing on selected partnerships. This remains an expressed strategic objective despite the existing diversity of international contacts.

GLOBAL INTERCONNECTEDNESS

The case for internationalization is quite compelling. The accelerated nature of globalization increases the need for global-mindedness and thinking in international contexts, which pre-supposes a deep understanding of global interconnections. In Germany, specific challenges like demographic change and increasing financial bottlenecks of public-sector budgets are added to the mix. The German Rectors' Conference refers to consequences for universities that ignore globalization processes and in 2014 classified these as 'without a chance' in the short to medium term, since globalization also implies an internationalization of competition between universities. What this means for the University of Erfurt is that it is not only in competition with other universities in Thuringia but in a country-wide and global competition. Internationalization is an important element of any academic profile, which is essential for the appeal of our university in competition with other universities.



COMPETITIVENESS AND ACADEMIC DISCOURSE

Globalized job markets also require a change in thinking towards internationalization in universities in order to raise the competitiveness and intercultural competencies of the students and young scientists, who are increasingly selecting their universities based on the degree of internationalization of the University. Internationalization is therefore an important tool of quality development, to offer unique value propositions in research and academics in global competition and to establish a welcoming culture in order to attract excellent students, young scholars and co-workers.

In addition to the improvement and/or perpetuation of competitiveness of the University of Erfurt on a national and international level, the university attaches special importance to providing a neutral space for academic discourse. European educational institutions and foundations have been conceptually designed and oriented to create conditions under which the creation and transfer of knowledge can take place free from factors such as political hindrance. This is also an integral element of the University of Erfurt's self-perception as an institution for excellent research and academics.

THE CORE: INCREASE OF INTERNATIONAL MOBILITY

The central components of the strategic objectives are therefore the perpetuation of diversity and continued expression of international research and academics at the University of Erfurt on the one hand and the increase of international exchanges of students and scholars (outgoing) on the other hand. In doing so, it must be borne in mind that strategic deliberations are aimed at an increase of international mobility of domestic students and scholars while at the same time making conditions for interested foreign students and scholars more attractive (incoming). In the following, we will present the currency and future measures for the internationalization of the University in the areas of courses of study and academics, research and young scholarly talent, administration, management and communication and possible continued development of existing projects as well as innovative implementation proposals.

3. COURSE OF STUDIES AND TEACHING

The University of Erfurt already has a very good and diversified selection of study courses on offer for students who are interested in spending time abroad in one of the many European and international partner universities. Also, students who would like





to participate in an internationally-oriented study program such as *winter* or *summer schools* will find that there are many options as well. Conversely, the University distinguishes itself by fostering a strong and welcoming community for foreign students.

PROGRAMS TAUGHT IN ENGLISH

With the advanced, English-language and accredited Master of Public Policy degree program, the University of Erfurt achieved a nationwide as well as worldwide profile with regard to internationalization. With the founding of the Willy Brandt School of Public Policy in 2002 (formerly the Erfurt School of Public Policy), the University of Erfurt has created an interdisciplinary learning opportunity in form of a Professional School, which brings together qualified students and instructors from countries of the Global North and Global South who are drawn to the school's international orientation. The experiences collected during the 15-year tenure of the Brandt School show that the special nature of this facility, which is characterized by tolerance and openness, promotes an ideal forum for the international exchange of academic knowledge and active intercultural learning to the benefit of students and teaching staff alike. As a result of the continuous professionalization of the English-taught, application-oriented educational concept, the Brandt School has been able to achieve a profile in various respects: In addition to the professional qualification of the students, graduates of the Brandt School serve as disseminators in their home countries, who successfully and sustainably transfer the acquired knowledge and their new experiences to their homes countries. It has become clear that the networks of international students that have developed during their studies are characterized by longevity and intensity. The students have made connections and fostered these networks through teaching staff and representatives from the circles of politics and business, whom the students came into contact for instance during the course of mandatory internship. Students also build relationships through their project groups with public and private partners, as well as non-governmental organizations that often play critical roles in the curriculum.

Without a doubt, the development of this new international network by the University will also contribute to an improvement of intercultural exchange and to the promotion of academic dialogue in the mid and long-term. On the basis of these experiences, it is a declared objective of the University of Erfurt to foster internationalization of other faculties as well as administration and management.

Other English-language and innovative offerings of the University of Erfurt include the Master of Religious Studies program, the Master of Global Communication pro-

gram and the Master of History and Sociology of the Middle East program, the latter with a planned dual degree with Lebanese University partners. The study program in Erfurt is taught in English and German; in Lebanon they will be supplemented linguistically and contextually in French and Arabic. The increased requests for internationally-oriented course content at a Bachelor degree level is also taken into account: The new Bachelor degree in International Relations course is given in German and English. The offering of English-language courses also continues to play a role in order to appeal to foreign students, but also to potential and well-known cooperation partner abroad. With the International Relations bachelor's degree program, the ratio of English-language academic offerings in the Faculty of Economics, Law and Social Sciences has increased noticeably in this regard. This faculty has also decided to establish a mobility window for students in the fifth semester in order to facilitate the planning and realization of a semester abroad for students. This is an important step in the context of internationalization for the University of Erfurt. Associated with this is the facilitated recognition of courses taken abroad. The BA 6+1 program in Literary Science with an integrated year abroad in Argentina or France has also already been established. Conservation as well as expansion of the aforementioned courses of study and academic offerings is therefore a fixed element of the University of Erfurt's internationalization strategy.

The award of the DAAD prize for outstanding international students, who in addition to receiving excellent marks also exhibit a special social commitment, has become a fixed component of academic life at the University of Erfurt.

LANGUAGE CENTER

The performance of the University of Erfurt's Language Center should also be highlighted. In addition to a comprehensive, broadrange offering for the linguistic qualification of students, the Language Center offers regular interdisciplinary courses for students in the respective mandatory course areas. These courses are successfully pursuing the objective to bring together students from varying cultural circles during small project activities. This important role for the internationalization of the Language Center of the University can in particular be seen in the preparatory German course for international students. This course is offered at five different levels of proficiency from A1 to C1.

Foreign language offerings should also expand the range of courses, since the German scientific language is appreciated in turn by foreign students, who have decided to stay in Germany in order to gain better knowledge and understanding of the language and culture. However, conversational English is indispensable in making studies in Erfurt possible for an exchange student of partner universities, whose knowledge of German is not sufficient yet for active participation in German language classes. Furthermore, scientific and conversational English will help in the local students prepare for their own academic exchanges abroad.

INTERNATIONALIZATION OF TEACHER TRAINING

Internationalization is also playing an increasingly important role in the training of teachers. In past years, the Erfurt School of Education (ESE) has actively moved internationalization of teacher training to the forefront of its activities. It offers counseling for students with a focus on semesters abroad, open discourse with recognition of course credits achieved abroad as well as special regulations for enrolment during summer semesters. The Master of Education course program for teaching positions in primary school and mainstream schools has been provided with a mobility window with *Komplexes Schulpraktikum* ["Sophisticated School Internship"] (KSP), an integral part of the study program. This internship marks the top of the prior scientific, didactical and educational science and tertiary education as a whole. Comprehensive, educational science and didactical internships precede it, so that the students can gather initial competencies during the conduct of teaching and learning processes.



Clearcut tasks in the areas of competencies of classes, education, counseling and evaluation are covered that can also be applied at a school abroad. With the regulation that a qualified participation certificate is issued after submission of a structured internship document in accordance with clearly defined criteria for the KSP instead of a mark, any possible examination procedure hurdles for internships abroad are eliminated.

SUPPORT PROGRAMS FOR INTERNATIONAL STUDENTS

Social support and non-academic integration of international students is also of special importance for the successful completion of studies. The University of Erfurt, therefore, has a series of support programs and initiatives that make non-academic integration of foreign students easier. The *Fremde werden Freunde* ("Strangers Become Friends") program emphasizes important features that link new international students quickly with partners in the city to promote integration and good study conditions. The "Strangers Become Friends" project connects foreign students of the University and the University of Applied Science with patrons in the city of Erfurt. These patrons assist the students with official matters, doctor visits and other administrative matters. They also spend part of their leisure time with the students, who get to experience life in Germany outside of the University as well make local friends. Experience shows that an active intercultural exchange also develops in this way. This frequently awarded program is one of the highlights of the University of Erfurt, as are the orientation weeks and the up-close and personal consultation by the International Office and the University staff, who are committed to helping the foreign students to get the best possible start to their studies.

The Tutor Program for Visiting Students of the International Office of the University of Erfurt has a similar conceptual objective. German students give the exchange students valuable start-up help by helping them with administrative and operational tasks, which frequently are a huge challenge to them. Additional initiatives such as tables reserved for international guests and the Café International aim to offer foreign and German students a forum for intercultural dialogue and private exchange.

The International Campus Erfurt (ICE) University group is a group of students committed to the better integration of international students in the University of Erfurt and to the promotion of cultural exchange within the student community. The ICE was founded during the winter semester 2013/2014. Since then, the team has grown into 15 committed tutors and students. A particular compliment should be paid to the organization of the Welcome Week for International Students in the University of Erfurt, which was orga-

nized by the ICE team.

Also, the support and advice for foreign students in regard to administrative matters, in particular in the context of health and finances has been especially noteworthy. The University of Erfurt would like to optimize this offering. For example, expansion of the existing tutor program could be helpful. It is especially in the areas of health that foreign students are often confronted with problems during doctor and hospital visits due to the language barrier, which can already start with the search and selection for suitable specialists or scheduling of appointments. The expansion of a support network with the help of local students, therefore, appears to be a conceivable option for improving the support of foreign students. The development and professionalization of such a support program could, for example, be established in the *Studium Fundamentale*.

STUDIUM FUNDAMENTALE

In any case, the *Studium Fundamentale* offers a good platform for additional offerings that could promote internationalization. One example is the preparation for the Model United Nations (MUN) conference, which has been offered for many years in the *Studium Fundamentale* as the “Model United Nations” seminar. During the MUN, the students simulate the work of the United Nations and take on the roles of diplomats and politicians in order to better understand the operating principles of the international organization and the complexity of international relations and diplomacy. The students also participate in the annual National Model United Nations conference in New York. In the year 2019, the University of Erfurt will create its own Model United Nations conference with approximately 400 participants from around the world.

Past experience shows that the initiatives for networking international students with local families or students can be a valuable contribution not only to the non-academic integration of foreign students, but also for promoting the development of networks between German and foreign students. The German students, who may be interested in an overseas stay as part of their own studies, are often offered the opportunity to get valuable insights into the lives of the guest students, as well as the cultural and political circumstances of students’ countries of origin.

4. RESEARCH AND SCIENTIFIC TALENT

Research at the University of Erfurt is very much oriented in an international direction, whereby the University’s many internationally linked scholars build and maintain their global networks either through their research associations and cooperations or on an individual basis.





The research and funding of young scholarly talent of the University supports the research efforts in a targeted and professional manner through consultation services. Promotion of the expansion of international networking is an emphatic wish of the University leadership. In the future, even more emphasis should be attached to engaging international scholars for guest stays at the University of Erfurt, since important interactions can be expected in the areas of foreign language and excellent teaching.

In the year 2017, the percentage of the entire international scholarly personnel (with no German citizenship) in the University of Erfurt was 11,3%; the number of foreign scholarship recipients (such as from the Humboldt foundation or the DAAD) had not been factored in on a post-doctoral level yet, with the percentage therefore even higher. In order to promote internationalization in the University of Erfurt in degree courses and academics, continued efforts are required to increase the number of scholars and professors from abroad. Additionally, active recruiting of University personnel from abroad and the repatriation of German scholars from abroad that can be funded by the repatriation program of the Alexander Humboldt foundation and other bodies, should become more prominent. The percentage of structured doctoral studies that were successfully completed by foreign students in 2016 was 28%; in 2017 it was 26%. The importance of international doctoral candidates is thus an important element in the area of development of young scholarly talent in the University of Erfurt. The expansion of international research cooperation should therefore also be strengthened further in the area of young scholars. Funding of scholarship recipients by the DAAD is already an important constant today for guiding foreign students to doctoral studies.

With the Max Weber Centre for Advanced Cultural and Social Studies (MWK), the University of Erfurt already has a research-based, scientific institution for cultural and social studies with supraregional esteem that has attracted top international researchers and young scholarly talent. The MWK understands internationalization as a central characteristic of its work. This applies to both content and function. In a contextual perspective, the Weber research program, as already suggested by its namesake, has an intercultural comparative approach, meaning that it wants to improve on the limited European perspective with a better comparison to other cultures. In addition, globalization also demands international cooperation from a functional point of view, whereby research can be conducted that is also excellent and competitive on the international stage.

Up to now, the MWK's internationalization measures can be divided into organizational/institutional (including cooperation agreements and cotutelle treaties with foreign institutions), personal (including intensive international exchange of incoming and outgoing fellows/colleagues) and eventbased measures (international conferences,

summer schools etc.). The Centre establishes optimal conditions for foreign fellows for the entire research project and thus makes a considerable contribution to a successful and welcoming culture. This is supported by the promotion of a diverse group of informal meetings (Max Weber Time, movie nights etc.).

Against the background of a future internationalization strategy, MWK aims for a deepening of the intercultural comparative perspective as part of the Weber research program. This is, in particular, linked with a focus toward India, promoted by the Center's research group supported by *Deutsche Forschungsgemeinschaft* (DFG), the Research Center ICAS:MP promoted by *BMBF* and the "Local Politicization of Global Norms" project promoted by the state of Thuringia.

Beyond this, the MWK has increased the number of foreign researchers. In addition to the successful Center's research group and the ERC Advanced Grant, the COFUND program for fellows has emphasized additional features. The fellows are also set to receive continued support in gathering experience abroad during their stay at the Center. This is the aim of the cooperation agreement with the Swedish Collegium for Advanced Study Uppsala (SCAS), the New College Bucharest (NEC), the Centre for Advanced Study Sofia (CAS), the Fondazione San Carlo Modena as well as the cotutelle agreements with various foreign universities. The establishment of the „Resonant Self-World Relations in Ancient and Modern Socio-Religious Practices“ International Graduate School, which has facilitated a joint doctoral program in Erfurt and Graz with the funding of the DFG, constitutes a significant milestone here.

The MWK has intensified its own measures for increasing the visibility of its activities. In particular, the website of the Center has been completely designed to accommodate multiple languages. The blog of the MWK as well as the newly created newsletter that provides information about current notifications, activities and publications of the Center twice per semester, contributes to the dissemination of information in English.

In general, it is the university's job to facilitate the international experience for as many scholars as possible in the form of guest stays abroad, participation in international conferences and meetings and cooperation with renowned international scholars. These initiatives are reviewed and supported by the Research and Development of Young Scholars staff; the International Office contributes to travel and other subsidies for guest lectures, joint projects with partner universities and project initiation. There should be a more intensive request for the use of these supporting measures by University members. In addition, the University of Erfurt has been offering attractive, international winter and summer schools, in which students and scholars from all over the world can participate.

5. ADMINISTRATION, UNIVERSITY MANAGEMENT AND GOVERNANCE

Internationalization for administration and University management has played a subordinate role up to now, which is why the importance of international diversity should continue to be promoted to this organizational unit by means of persistent and insistent sensitization. This, among other things, affects the supply of forms, regulations and other written documents as well as information in English. In addition, the goal is to simplify processes and procedures. Intercultural competencies, international experience and knowledge of foreign languages should therefore get more consideration during the hiring of employees in the administration and management areas.

On the part of foreign guest scholars and students, the request was made for the appointment of English speaking personnel in the Gotha research library and the University library in order to be able to answer queries from abroad in a more targeted manner.

A welcome brochure is therefore being conceptualized as a guide for international students and scholars with information about English-speaking and multilingual contacts in faculties as well as the most important service facilities.

In order to achieve a better goal and results-oriented representation of internationally active members of the University, the current committee for international affairs is replaced by an advisory council. This advisory council shall contain:

- a.** as exofficio member and chair of the advisory council, the vice president for international affairs (VPI) of the University of Erfurt or one of this person's appointed alternate,
- b.** as additional appointed members up to five on the recommendation of the VPI and in consultation with the faculties and the MWK and in agreement with the president appointed University instructor of the University of Erfurt, the director of the Language Center and the director of the International Office,
- c.** as additional appointed members up to five on the recommendation of the VPI and in agreement with the president appointed representative of the students in consultation with the student council and scientific employees in consultation with the non-professional teaching staff,
- d.** as additional possible appointed members on the recommendation of the advisory council appointed suitable personalities from science, business, politics or culture in agreement with the president.

The non-ex-officio members shall be recommended for a duration of two years on the recommendation of the VPI of the senate of the University of Erfurt and appointed by the *Präsidium* (the Academic Board). The chair shall represent the advisory council internally and externally and shall call at least one sitting member of the advisory council per semester that he/she shall chair. The advisory council shall advise the VPI and the *Präsidium*.

6. COMMUNICATION AND MARKETING

In particular, with regard to the increase of visibility of the University of Erfurt on a national as well as international level, outside communication plays a decisive role. In this regard, an important tool for outside communication has been established with the creation of an English-language entrance webpage and the translation of the central web pages of the University. In the coming years, the local pages and additional web offerings shall be made available in English. We are, therefore, pursuing the goal of presenting continuous bilingual (German-English) information offerings of the courses study and research options.

The internationalization in research and academics was made visible in past years by means of targeted, significantly increased reporting through international conferences, summer-/winter schools, workshops and guest lectures on their own websites, but also in the media, which has contributed to the University's image. In addition, incoming and outgoing students have been reporting about their lives at the guest universities for a few years in the "I like my University" blog and have provided insights student life. We are continuing this successful project since it kindles and promotes interest in students for stays abroad.

The current exchange between the University of Erfurt and the partner institutions takes place mainly through previously established channels. Extension of communication into a personal, interactive form of exchange would be an innovative step that can contribute to increased visibility of the University of Erfurt with international scholars and students and could also do justice to the demands of a digitalized world.

Moreover, it is not only the public relations work that is important for external

communication, but first and foremost the commitment of University personnel and German as well as foreign students, who function worldwide as the University of Erfurt's envoys. They contribute to the outside by their stays abroad, cooperation initiatives and international research projects. They win international prizes and awards and with these promote the University's reputation.

7. OUTLOOK

In the future, cooperation with the players of the University who have a demonstrable interest in the University's internationalization and who have demonstrated a high commitment in international research and/or academics should be more intense and more targeted. It should be taken into account with the image of the University of Erfurt that internationalization cannot have the same importance for all faculties and disciplines. At the same time, already existing activities and international cooperation can be supported more intensively and in a more targeted manner.

In order to continue promotion of the internationalization of the University of Erfurt, the Academic Board will award a prize of 3,000 Euro per year starting in 2018 for a special commitment of University members who deserve it due to a special achievement in regard to internationalization of the University of Erfurt. This prize can be awarded on an individual basis or to multiple University members. The prize money will be allocated to the prize winner's budgetary funds and can be used for research or academic purposes. Faculties, central facilities and the student council can submit proposals to the International Office until December 31 of each year. In addition, proposals can be submitted that are supported by at least three professors and University employees from the same or different faculties. The proposals must appropriately present the candidate's accomplishments in the context of promotion of the internationalization of the University of Erfurt.

8. INITIATIVES

Campus

- Sustainable perpetuation of our welcoming culture
- Increased marketing for the development and securing of international Bachelor and Master degree courses
- Organization of international summer/winter schools
- Promotion and development of training options for the acquisition of intercultural competencies

Marketing and communication

- German-English web presence
- International public relations
- Increased visibility of the internationality of the University of Erfurt

Courses of study and teaching

- Increase of the ratio of foreign students (in accordance with the goal and performance agreements with the state of Thuringia)
- Increase of student mobility
- Expansion of English language courses in the curricula
- Integration of international course content in the curricula
- Opening of structured mobility windows
- Increase of the number of cooperation agreements

Research and scientific talent

- Increase of mobility of the scientific personnel (Erasmus lectureships)
- Increase of the ratio of international employees, professors and researchers
- Increase of mobility of doctoral candidates
- Increase of cotutelle agreements

Administration

- Provision of English information sheets and regulations
- Sensitization to internationalization
- Expansion of the framework agreements with hotels and educational institutions

