

## Our mission: Trinational – European – Global

(Internationalisation Strategy 2019-2023)

Our university is located at the interface of the Swiss, French and German higher education systems. We have established a long-lasting partnership with our neighbouring research universities in Basel, Mulhouse, Karlsruhe und Strasbourg, forming a European Research und Higher Education Area in the heart of Europe. We call it Eucor – The European Campus. Given this, we are determined to set an example for positive globalisation in the diversity of our teaching and research. With regard to our strategic development, we steadfastly set the focus on internationalisation in concentric circles: in the region, in Europe and in the world.

We pursue a multi-layer principle: the first layer is composed of our trinational partners in the region, the second layer includes our European partners, Amsterdam, Poznan, Vienna and Thessaloniki (EPICUR) together with our partners in the League of European Research Universities (LERU), and the third layer comprises our key global partners in Adelaide, Nagoya, Nanjing, at PennState and, in the future, in Accra.

By developing Eucor – The European Campus into a European University, we are re-imagining the idea of what a university can be and are opening up completely new perspectives for our Creative Minds.

The European University will be as a core group a consortium of the autonomous European Campus universities which will collaborate closely on research and training, especially in their four **Research and Teaching Hubs** in which each of the universities will take the lead: **Quantum Sciences and Technology** (Karlsruhe Institute of Technology), **Personalized Health** (University of Basel), **Sustainability** (University of Freiburg) and **European Identities** (University of Strasbourg). Additional European research universities will participate in selected European Campus research hubs. This European University will offer our researchers, scholars, students, and staff completely new opportunities for meeting, collaborating and gaining new experience. Joint research projects, jointly used research infrastructure and services, joint strategic planning, joint appointments and joint courses of study – these already generate immense added value for the University of Freiburg. By capitalising on synergies and developing complementary expertise and focus areas, we will be able to significantly raise our international competitiveness as a research university. The European University's four current research hubs allow us to further consolidate our strengths. Together with our global partners, we will run joint Master's and PhD programmes as well as joint research groups covering a broad spectrum of subjects. We have already embarked on this very successfully but will continue these promising developments by making cross appointments to the respective strategic boards. The Freiburg Global Engagement Board, for example, serves as a sounding board for the University of Freiburg's Rectorate. Its **five members** hold positions within the leadership of our Comprehensive Partner universities (University of Adelaide, Nanjing University, Nagoya University, Penn State University, Université de Strasbourg).

## Our values

As a leading research university, we take our **global responsibility** very seriously. We have many opportunities to engage internationally with partners and students as well as to seek solutions to global challenges through research. Global responsibility guides all our international engagement. We include 'global responsibility' in our quality assurance indicators, ensuring that practices and processes are envisioned and implemented in a globally responsible manner. Our guiding principle and focal point are the sustainable development goals (SDGs) with their urgent reflection on inequality, social justice, global challenges and sustainability practices.

We believe in **interculturality** (meaning the interaction between members of different cultures) as a driving force in teaching and research. In addition to intercultural exposure and experience itself, intercultural learning requires reflection and analysis: reflecting on one's own and others' identities, developing critical thinking, and promoting the principles of social justice and anti-discrimination.

The University of Freiburg regards **diversity** as an important component of its organisational development. The great diversity of researchers, staff and students at our university creates an ideal basis for excellent, interdisciplinary, cutting-edge research and teaching. The university therefore seeks to include a comprehensive gender and diversity perspective in internationalisation, governance, personnel policy, research, teaching, and infrastructure.

## Our next steps

### *In research*

Trinational, European, Global: Internationality in the form of strategic research collaborations with our key partners in Eucor – The European Campus, in the rest of Europe, and worldwide shapes the research profile of our university.

- **Development of a roadmap to enhance the University of Freiburg's profile and emerging fields in close collaboration with global partners**

To assert itself in global competition, to attract the brightest minds and to leverage its visibility, the University of Freiburg puts a strong emphasis on its research areas being connected internationally, especially its profile fields. On the basis of existing, successful collaborations it constantly improves and expands its connections in accordance with ongoing empirical data analysis in order to match each profile field with at least one 'thematic partner'. The starting point in 2019 will be the following research areas: Comparative Area Studies (University of Ghana), Sustainable Materials (Penn State University).

- **Leaders in research: The European-Global Flagship 'Sustainability'**

In the European-Global Flagship Sustainability our broad expertise and cutting-edge research in the field of sustainability will be boosted by our European and global partners. We are to become an international point of contact for global challenges. Environment and Sustainability is a profile field at our university. Our sustainability research covers a broad range of disciplines from social sciences and humanities to engineering as demonstrated by our Faculty of Environment and Natural Resources, our Faculty of Engineering – Institute of Sustainable Systems Engineering – and the Sustainability Centre Freiburg. The

newly established Merian Institute for Advanced Studies in Africa (MIASA) has a focus on Sustainable Governance.

- **FRIAS as a place to host the global academic community**

FRIAS supports innovative research activities by creating space for individual and collaborative research, by strengthening the integration of Freiburg researchers worldwide, and by increasing the international visibility of their research. As both a space for creativity as well as a platform for cutting-edge research and international networking, FRIAS is a physical space for Connecting Creative Minds. Its role in this context will be reinforced and further developed by means of research and collaboration programmes like the Freiburg Research Collaboration Programme (**FRESCO**), which allows top international researchers to be appointed as external fellows for an extended period so that they can participate in our research profile fields and emerging fields. This will promote long-term collaborative relations and enhance the international visibility of our research.

- **Shaping Europe: Building the European University**

Based on the close-knit collaboration within Eucor – The European Campus, the University of Freiburg is creating new models of collaboration within Europe as one of eight EPICUR members, each of which is strongly connected with its surrounding region. The network aspires to become a leading model for a 21<sup>st</sup> century European University and is embedded in European values. It will be characterised by projects for innovative, research-inspired teaching and learning, drawing upon expertise from liberal arts and sciences programmes, nurturing multilingualism, intercultural competences and language acquisition as well as fostering ground-breaking research in European Research and Teaching Hubs.

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**Measures:**

- **Expanding short-term programmes with partner institutions**

In order to maintain and expand its high-end European and international network, the University of Freiburg will develop its mobility portfolio: It will invest significant funding in the conceptualisation and implementation of state-of-the-art, short-term programmes, such as Research Internship Programmes, Winter/Summer Schools or Faculty-led Short-Term Programmes, all of them designed as excellent facilitators and formats for recruiting outstanding young researchers. Founded in 2014, the Freiburg Staff Exchange Programme rests on two pillars: European Mobility and International Mobility. It will be expanded and financially supported in order to create a third pillar: Trinational Mobility.

- **Connecting early career researchers: The European Young Scholars Circle**

We reinforce our European research arena yet further by investing in the creative power of the next generation. With our European Young Scholars Circle we are establishing a strong and highly visible networking and recruiting structure for our early career researchers. Equipped with a research budget for joint scientific projects, the members will be invited to conduct research at the intersection of science, business, society and politics, organise conferences, invite guests, and use highly visible formats to share and discuss their insights with interested parties inside and outside the European University. The European Young Scholars Circle will also be called upon to issue statements on science policy topics and developments from a specifically European perspective.

Trinational, European, Global: Internationality in the form of strategic teaching collaborations with our key partners in Eucor – The European Campus, in the rest of Europe, and worldwide, shapes the teaching profile of our university.

### **Measures:**

- **Developing and implementing a structured approach to internationalising curricula**

For years, the University of Freiburg has been raising awareness for the internationalisation of the curricula and the internationalisation at home. By running targeted activities (workshops on the Day for International Learning and Teaching, setting up a Task Force 'Internationalisation of the Curriculum') it will systematically plan to remodel its study programmes along the following lines: Faculty will be encouraged to enhance the visibility of existing international components of the curricula and to develop new ideas for intensifying the intercultural, international, and global perspectives of lectures, modules, and entire study programmes. To support these efforts, University College Freiburg was founded in 2012. It serves as a central, interfaculty platform for promoting international, interdisciplinary teaching activities.

- **European outreach: EPICUR – European Partnership for an Innovative Campus Unifying Regions**

In the European Partnership for an Innovative Campus Unifying Regions (EPICUR) the University of Freiburg collaborates with Karlsruhe Institute of Technology, the Universities of Strasbourg and Upper Alsace in France, the University of Amsterdam in the Netherlands, Adam Mickiewicz University in Poznań, Poland, the University of Natural Resources and Applied Life Sciences in Vienna, Austria, and Aristotle University of Thessaloniki in Greece. EPICUR focuses on university teaching and places liberal arts and sciences education, the digital transformation of teaching forms as well as the expansion of mobility for students at the heart of its collaboration. European languages and the various networks in which the universities are embedded constitute additional focal points of the collaboration. Developing new learning formats in a European dialogue is of great benefit to all participants and opens up unique opportunities for students to study and acquire degrees in the European educational arena.

- **Expanding digital teaching formats: The Global Digital Learning Centre**

With a new Global Digital Learning Centre we want to diversify, improve and internationalise teaching for all students in Freiburg as well as at our partner universities in the European Campus, in EPICUR and at our key transatlantic partner universities. This centre will continue to develop and consolidate digital teaching programmes in cooperation with Freiburg University Library and the e-learning department at the university's Computer Centre. The Global Digital Learning Centre will (1) provide teachers with state-of-the-art technical equipment for developing professional digital teaching programmes and (2) deliver training courses, continuing education and advice on teaching. These infrastructures and services will greatly facilitate cooperation with English- or French-speaking collaborative partners. They will, moreover, facilitate the exchange of digitised courses as well as the establishment and operation of joint digital classrooms and digital teaching labs. This offers students who are unable to take part in physical mobility programmes the opportunity to experience internationalisation at home.

- **Expanding study à la carte opportunities within Eucor – The European Campus**

The University of Freiburg sees daily, individually determined mobility within the European Campus as a beacon and a unique aspect of the interconnectedness of curricula at the partner institutions. Students have the opportunity not only to choose modules from the University of Freiburg's course catalogue, but to combine them with modules at all other institutions participating in the Upper Rhine Network. Thus, the vision of a true European Campus manifests itself. This measure constitutes the centrepiece of interconnectedness within Eucor – The European Campus and will be developed further in a virtual format into the European EPICUR Network.

- **Expanding joint study programmes with various common elements and aspects, ultimately leading to joint degrees/certification**

Many students want to include an integrated, international mobility component in their study programme. The University of Freiburg therefore encourages and fosters the development of joint study programmes with partner institutions (ranging from exchange programmes including guaranteed credit transfer to double degree programmes). To ensure that such programmes are implemented, the University of Freiburg has developed an integrated Consultation Concept (International Office / Lehrentwicklung / Rechtsdezernat) and provides funding for joint pilot projects on internationalisation with its Comprehensive Partners.

- **Staying connected internationally: Master Labs**

Master Labs are part of our Clusters of Excellence where motivated, talented students pursue innovative, interdisciplinary research projects under expert scientific guidance, thereby acquiring knowledge through research. We support their participation in conferences, field research and lab rotations. Master Labs will be complemented by STREAM (STudent ReseArch Mobility), a programme of research visits (full-time, one month to one semester) run by the League of European Research Universities. The programme targets outstanding, research-oriented Master's students and Bachelor's students in their third year.

## International marketing

Efficient international marketing activities on an operational level are based on a concerted effort by Public Relations, the Student Service Center, and the International Office. These activities need to be driven by an umbrella brand concept and single-entry mode to facilitate a stay at our university:

- **International Higher Education Marketing**

With a support package consisting of language courses, intercultural training, and initiatives for the social and academic integration of international students, the university is demonstrating its determination to continue promoting its strong internationalisation. Using digital advertising formats, such as virtual fairs and webinars, international target groups will also be addressed by means of information on our Master's programmes that are taught in English. The diversification of the Freiburg student body will be boosted by admission abroad missions at selected locations. From mid-2020 onwards, the university will seek to consolidate international student marketing by merging national and international recruiting (degree mobility).

- **International Research Marketing**

In 2018, the International Office developed a Concept for the Strategic Implementation of International Research Marketing which will be constantly adjusted in accordance with the needs of the university and

its researchers. An action plan for International Research Marketing activities has been presented and will be implemented. It includes e.g. the “Sustainable and Resilient Cities Tour”, a joint outreach project by the University of Freiburg, the Sustainability Center and Baden-Württemberg International.

- **Involving research alumni**

Our research alumni are international academics who spent time working on research at the University of Freiburg, mostly at FRIAS, and now hold active research positions outside of Germany. We already established the Association of Alumni and Friends of the Freiburg Institute for Advanced Studies (<https://www.frias.uni-freiburg.de/de/alumni-club>). As a next step the International Office aims to develop pilot projects for marketing activities with research alumni of our comprehensive partner universities. This project must be developed in close cooperation with our partner universities.

## Connected administration

### Creating synergies by clustering existing support structures

When it comes to tailoring and streamlining professional consultancy/advisory services for all the various target groups, we believe that the University of Freiburg still has untapped potential. A tighter clustering of competences in joint (even virtual) units is necessary to deliver appropriate services to the ‘clients’ of an internationally renowned research university.

Building on the University of Freiburg's experience with the Support Concept for Refugee Researchers that was established in 2017, it is of paramount importance to establish a centralised Welcome Service which can be utilised by all university units. Furthermore, in compliance with the realignment of Central Administration, new synergies (i.e. with regard to European and international exchange programmes) will be established and implemented.