

# Internationalisation Strategy for the University of Greifswald 2022 – 2030

## Part B: Action Plan

(Last revised: 18 April 2022)

In this **Action Plan**, the strategic goals of the **Strategy Paper** (Part A) have been complemented by specific measures, which are to be implemented by 31 March 2025, i.e. during the current Rector's first term of office. These measures were taken from the detailed **Catalogue of Measures** (Part C) that was developed by groups of experts following extensive university-wide exchange in the months August – December 2021.

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## I International Visibility

### Strategic Goals

- Creation of an international profile for UG as part of the process to define the core brand values
- Increase in visibility and attractiveness by strengthening collaboration with external research institutions with regard to external image
- Creation of structures for international university marketing and target-group specific international science communication
- Development of a strategy plan for international university marketing
- Optimisation of the bilingual digital presence on the faculty and department websites

### Measures and Responsibilities

• Update of international higher education marketing concept	University Communications, University Marketing
• Optimisation of the website's information on research: information on the research infrastructure/ international cooperation and collaborative projects	Faculties, University Communications, Research Support Centre (ZFF)
• Development of international aspects in a general alumni strategy	Student Pro-Rector, faculties, Rectorate

## II Core Activities of the University as Areas of Application for Internationalisation

### 1 Research and Transfer

#### Strategic Goals

- Further establishment of UG as an internationally connected research university
- Increase in the proportion of researchers with an international background: project researchers, doctoral candidates, professors
- Increase in the number of fellows from the Alexander von Humboldt Foundation (AvH) and German Academic Exchange Service (DAAD) at UG
- Active participation of as many researchers as possible from UG in European and global collaborative projects
- Increase in the number of publications in high-ranking international journals

#### Measures and Responsibilities

• Holding of talks on perspectives with institutes/ chairs/ research groups	Pro-Rector for Research
• Initialisation of a pool of promotor to help with project proposals	ZFF
• Creation of topic-based collaboration formats with strategic partner universities	Institutes/departments, ZFF, International Office (IO)

## 2 Teaching and Studies

### Strategic Goals

- Internationalisation of the curricula through provision of degree courses taught in English and double degree programmes
- Ensured provision of courses taught in English at UG that covers a scope of 15 % of all courses on offer
- Standardisation of the calculation of credit points for study achievements completed at UG
- Standardisation of the transfer of credit points from international marking systems
- Strategy for recruiting international students and doctoral candidates

### Measures and Responsibilities

<ul style="list-style-type: none"> <li>• Establishment of standards for the allocation of credit points and conversion from international marking systems</li> </ul>	Student and International Affairs Division, IO, Central Examination Office (ZPA), Rectorate
<ul style="list-style-type: none"> <li>• Establishment of classes and modules taught in English in UG's study and examination regulations, including language proficiency requirements</li> </ul>	Teaching staff, chairpersons of examination boards, faculties, Study Committee
<ul style="list-style-type: none"> <li>• Expansion of number of courses taught in English and international degree courses</li> </ul>	Teaching staff, chairpersons of examination boards, faculties, Study Committee

### 3 'Third Mission'

#### Strategic Goals

- Participative formulation of the international aspects of a Third-Mission Strategy for UG
- Special emphasis on international aspects and tasks related to social responsibility
- Development of solutions to international societal, i.e. social, ecological and economic challenges
- Strengthening of the surrounding region, including neighbouring regions in Denmark and southern Sweden, the metropole region Szczecin and the Wissenschaftsregion NordOst
- Establishment of regular exchange formats with partner universities on the topic of third mission

#### Measures and Responsibilities

<ul style="list-style-type: none"> <li>• Analysis, stocktaking and increasing the visibility of existing international third-mission projects</li> </ul>	ZFF, Rectorate in collaboration with the institutes/departments and faculties
<ul style="list-style-type: none"> <li>• Holding of talks on perspectives for establishing international aspects of a third-mission strategy</li> </ul>	ZFF, Rectorate in collaboration with the institutes/departments and faculties

### III Cross-Sectional Tasks in Internationalisation

#### 1 Partnership policy

##### Strategic Goals

- Participative identification and initiation/expansion of strategic partnerships
- Continual updating of the portfolio of existing international partnerships
- Strategic initiation of new partnerships in set target regions
- Increase in the attractiveness of UG for Erasmus+ students from Northern and Western Europe
- Intensification of partnership activities (regular delegation trips from/to partner universities)

##### Measures and Responsibilities

<ul style="list-style-type: none"> <li>• Identification of strategic partners as a result of intensive exchange during delegation trips and invitations to UG</li> </ul>	Institutes/departments, ZFF, IO, Rectorate
<ul style="list-style-type: none"> <li>• Purposeful establishment of contact to English-speaking partner universities (GB, Ireland, Canada, USA, Africa, India, Japan) or new partner universities that are able to communicate in English</li> </ul>	Rectorate, IO
<ul style="list-style-type: none"> <li>• Establishment of a team of ambassadors for expansion of specific partnerships</li> </ul>	Rectorate, IO, ZFF, institutes/departments

## 2 Mobility Policy

### Strategic Goals

- Intensification in the international exchange of researchers/professorial staff/members of academic staff
- Increase in student mobility (outgoing and incoming)
- Enabling international mobility of the administrative staff
- Implementation of blended mobility formats for all members of the university community
- Optimisation of digital mobility and recognition management

### Measures and Responsibilities

<ul style="list-style-type: none"> <li>• Provision of effective and clearly visible information on exchange and funding opportunities for all member groups</li> </ul>	IO, subject coordinators
<ul style="list-style-type: none"> <li>• Adjustment of general legal conditions for implementing blended mobility formats in teaching</li> </ul>	Chairpersons of examination boards, faculties, Study Committee
<ul style="list-style-type: none"> <li>• Definition of regulations for staff cover and easing of work burden for members of teaching and administrative staff taking part in mobility programmes, as well as recognition of periods of mobility</li> </ul>	IO, faculties, Human Resources Department (HR)

## 3 Language Policy

### Strategic Goals

- Improvement of the foreign language skills of all members of the university community
- Extension of support offers for researchers
- Development of support offers for courses to be taught bilingually or in English
- Development of a strategy for needs-based, study-accompanying German language courses, including subject-specific language courses for international students and academics
- Expansion of the pool of bilingual documents and forms for the administration/bilingual or multilingual campus
- Optimisation of UG's English/multilingual web presence and other advertising materials

### Measures and Responsibilities

• Guarantee of regular language courses for improving language skills	Language Centre, Graduate Academy
• Development of standards for bilingual documents/ certificates	Translation Coordinator, possibly external language service providers
• Identification of needs for preparative and study-accompanying German courses for international students and scholars, as well as development of a strategy for establishing the corresponding (subject-specific) offers	Department of Teaching German as Foreign/Second Language, International Office, Faculty of Arts and Humanities, Rectorate



## 4 Internationalisation@home:

### Strategic Goals

- Internationalisation of the campus (research, teaching and studies, as well as administration), transformation towards a cosmopolitan university
- Consolidation of the welcome services provided by the IO, Welcome Centre and IBZ to secure a permanent welcoming culture
- Strengthening of Greifswald's international community as the driving force for internationalisation@home
- Establishment of the International Guest House (IBZ) as the motor for internationalisation@home

### Measures and Responsibilities

<ul style="list-style-type: none"> <li>• Determination of criteria for further developing the welcoming culture at UG</li> </ul>	Pro-Rector for Staff Development, HR, IO, Office of Quality Assurance (IQS)
<ul style="list-style-type: none"> <li>• Establishment of the IBZ as a meeting place for the international community</li> </ul>	IBZ, IO, Welcome Centre
<ul style="list-style-type: none"> <li>• Strengthening of Greifswald's visibility as a cosmopolitan and international town, in collaboration between UG/University Medicine Greifswald (UMG) and the town and local district</li> </ul>	IO, Rectorate, UMG, town, district

## IV Internationalisation of the Administration

### Strategic Goals

- Determination of internationalisation as a positive attribute of the administration
- Establishment of service offers in English (information/support)
- Development of a feedback culture with regular surveys of international guests
- Provision of regular qualification offers for members of administrative staff (consolidation of language and intercultural skills)
- Encouragement of participation in staff exchange programmes

### Measures and Responsibilities

• Creation of questionnaires for international members of the university community/ surveys/ evaluation (feedback culture)	IO in collaboration with IQS
• Establishment of improved communication and more flexibility in terms of time when it comes to continuous professional development courses (language/intercultural courses)	IO, heads of administrative departments, heads of administrative divisions, Rectorate
• Introduction of e-learning language courses for members of staff	Language Centre

## V Digitisation as a Strategic Instrument of Internationalisation

### Strategic Goals

- Consolidation of the international visibility and range by digitising all central tasks and areas
- Realisation and communication of successful research activities
- Introduction of internationally-oriented hybrid and digital teaching and learning formats, as well as a digital campus (Virtual University of the Baltic Sea Region)
- Guaranteed provision of secure data management in research, teaching and administration
- Guaranteed provision of effective digital mobility management

### Measures and Responsibilities

• Introduction of a digital information portal and virtual campus tours for international guests (website/app)	University Marketing, Student Recruitment and Marketing, University Computer Centre (URZ)
• Expansion of the digital support programme for students and visiting academics	IO, IBZ
• Increase in the proportion of international visiting academics through digital teaching formats/guest lectures	Faculties, departments/institutes, Digital Education Department

## VI Monitoring, Steering and Advisory Services

### Strategic Goals

- Configuration and introduction of a monitoring system on the implementation of the Internationalisation Strategy
- Continuous decentralised accompaniment of the internationalisation at departmental, disciplinary or faculty level
- Creation of focus groups for internationalisation projects
- Constant advisory sessions with external critical friends
- Introduction of faculty-specific sub-strategies and target agreements with the faculties

### Measures and Responsibilities

<ul style="list-style-type: none"> <li>• Definition of indicators for internationality relevant to UG (HSI Monitor/university-specific)</li> </ul>	Rectorate, faculty governances
<ul style="list-style-type: none"> <li>• Establishment of formats for constant advice from external critical friends</li> </ul>	Rectorate
<ul style="list-style-type: none"> <li>• Annual preparation of profile data from the HSI Monitor and university-specific indicators for discussion by the advisory board, Rectorate, Rector's weekly meeting, the Senate and members of the university public</li> </ul>	IO, ZFF, IQS



## Glossary

Area of activity	Work areas at the university in which internationality and therefore internationalisation play an important role.
Blended mobility	'Blended mobility' combines physical with virtual mobility. It can take on a number of different forms: For example, students can prepare their period of study abroad by taking part (virtually) in classes held by the host university in the semester prior to their stay, allowing them to get to know members of teaching staff and fellow students. During their period of study abroad, they can sit examinations they have not yet taken at the home university. are also able to follow up their period of study abroad virtually. Further blended mobility formats include language tandems, as well as digital guest lectures from international experts at a class being held at the home university. Ultimately, blended mobility covers any structured offers in which two or more universities cooperate internationally and physical and virtual mobility are an integral component of the curriculum and in which students from both/every university(ies) participate in both hybrid or purely digital classes.
Citizen science	Citizen science is the term for research projects that involve non-experts (members of the general public) in all phases of the project, for example, in the formulation of the research questions, but also in the realisation and evaluation of measurements.
Credit points	Credits awarded pursuant to the European Credit Transfer System (ECTS).
Critical friends	Critical friends are usually external individuals, who use their benevolent views and constructive criticism to support a university in its further development
Degree-seeking students	Students with a higher education entrance qualification from abroad, who study for a degree at a university in Germany.
Digital teaching/learning formats	These are teaching/learning formats in which digital media constitute the foundation of the teaching/learning
Double degree programme	Graduates of double degree programmes receive two university degrees.
Freemover	Freemovers are students from international universities, who organise their period of study abroad (usually one or two semesters) individually, not on the basis of existing partnership agreements.
Hybrid teaching/learning formats	These are teaching/learning formats that make the most of both digital and analogue forms of teaching and learning, with students and lecturers taking part both in person and
Incomings	Incomings are students from foreign universities, who come to study at the University of Greifswald, usually for one to two semesters, within the framework of a partnership agreement.
International classroom	Course in which students from various cultural and educational backgrounds come together.



International community	The term international community comprises a group of local and international citizens of a town, who are united by the wish for international and intercultural exchange. Local members have often, but not always, spent time abroad themselves.
International Virtual Academic Collaboration (IVAC)	These are projects supported by the DAAD in which academic higher education exchange takes place online and mobility is consolidated virtually. For example, German and international higher education institutions develop joint virtual collaboration formats that they include in their curricula.
Internationalisation strategy	Long-term plan including objectives for increasing the internationality of a university in predetermined areas of application, including research, teaching, and administration, within a given timeframe.
Internationality	Internationality describes the quality of an organisation/a university with regard to its international composition, international (i.e. beyond national borders) impact and reputation.
Internationalisation	Development of an organisation's (e.g. a university's) internationality.
Joint degree programme	The higher education institutions involved in a joint degree programme award one joint university degree.
Learning agreement	A learning agreement in Erasmus+ is a study contract between the exchange student, the home, and the host university, about the courses the student plans to take at the host institution and their recognition at the home university.
Learning, researching and living environment	The term describes the university as a location of extensive experience for learning, research and life.
Measures	Measures are specific forms of implementation with which needs are covered and recommended action is taken.
Micro-Credentials	Micro-credentials certify learning outcomes of short-term learning experiences such as modules. They form part of life-long learning and are linked to the growing necessity as a result of societal transformation, to regularly update knowledge and skills that go beyond the underlying professional and academic training.
Outgoings	Students, who study at a foreign university for a limited period of time (usually one to two semesters) on the basis of partnership agreements.
Peer teaching	In peer teaching, students take on the role of teacher. This applies not only to students taking part in university courses, but also serving teachers taking part in continuous professional development offers.



Sample timetable	In addition to the provision of a full overview of courses taught in English, it would be sensible to compile winter and summer semester timetables amounting to 30 ECTS for potential exchange students, which would display possible courses according to discipline, faculty or even topics, which could then show interdisciplinary offers; and to display them in prominent positions on the websites. This would make it possible for exchange students to discover an attractive package of courses whilst browsing the website, which could make it more likely for them to decide they would like to study in Greifswald than if they had to compile these offers themselves. Of course, this does not mean that exchange
Staff mobility	This refers to types of mobility in which members of academic and non-academic staff visit colleagues at foreign universities and exchange on the contents and procedures linked to their work, but also, in the case of teachers, observe teaching at partner universities or may even teach their own classes.
Virtual University of the Baltic Sea Region	An international, inter-institutional and interdisciplinary project led by Prof. Dr. Cordelia Heß that forms part of the <i>Digitale Lehre im MV</i> (Digital Education in Mecklenburg-Vorpommern) project, in which students from various countries attend digital classes. [Virtual University of the Baltic Sea Region. 2022. 25 March 2022 < <a href="https://www.uni-greifswald.de/studium/ansprechpartner/qualitaet-in-studium-und-lehre/projekt-interstudies/projekt-interstudies-2-2017-2020/digitalisierung-in-der-hochschullehre/digitale-lehre-in-mv/virtuelle-hochschule-ostseeraum/">https://www.uni-greifswald.de/studium/ansprechpartner/qualitaet-in-studium-und-lehre/projekt-interstudies/projekt-interstudies-2-2017-2020/digitalisierung-in-der-hochschullehre/digitale-lehre-in-mv/virtuelle-hochschule-ostseeraum/</a> >.

*Passed by the Academic Senate of the University of Greifswald on 20 April 2022.*