

INTERNATIONALISATION

STRATEGY

of the Executive Board of Paderborn University
2022 – 2025



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INTEGRATED INTERNATIONALISATION

Paderborn University (UPB) is a young and dynamic research university committed to tackling the social challenges of the 21st century through research, teaching, learning and knowledge transfer. As an educational and research institution boasting interdisciplinary research areas and a broad and distinguished range of degree programmes and as a centre for knowledge and technology transfer, UPB is increasingly gaining in national and, above all, international visibility.

UPB has been consistently increasing its internationalisation activities for a number of years now: The number and proportion of international students has been growing steadily, while in research, teaching and learning, first-rate collaborations and strong networks have been established worldwide and continue to grow and thrive. The goal for the future is not only to maintain the progress that has so far been made, but to also build on this



progress through a targeted, integrated approach. A further goal is to find solutions for dealing with the numerous challenges facing society in the 21st century. Most recently, for instance, the COVID-19 pandemic has highlighted clear opportunities and challenges for higher education with regard to the use of digital tools and hybrid formats. In the future, it will be imperative to make global collaboration and international exchange more diverse and inclusive, more sustainable and climate- and resource-friendly.

The main tasks for UPB over the next few years are to raise its international profile and to further enhance its international visibility, in order to attract highly qualified international academics, researchers, students as well as teaching, technical and administrative staff to the university and region. Greater focus is also to be placed on teaching intercultural skills and providing a welcoming culture across the university.

UPB plans to achieve the following internationalisation goals by 2025:

1. Enhance UPB's international visibility as an attractive institution of higher education and research
2. Increase the number of excellent international and visiting academics and researchers
3. Increase the number of qualified international students and promote student exchange
4. Create more opportunities to acquire intercultural skills for all university members

UPB's internationalisation process is a complex university-wide objective that concerns everyone at and all areas of the university, and as such should be pursued together with all those involved through a targeted, quality-oriented approach. This internationalisation strategy forms the basis for the holistic strategic development of UPB's internationalisation activities over the next three years. Within the scope of the HRK-Audit 'Internationalisierung der Hochschulen' ('Internationalisation of Universities' audit of the German Rectors' Conference (HRK)), the current status of the university's internationalisation activities and this strategy will be assessed and evaluated by external experts from Winter Semester 2022/23 onwards. It is anticipated that this audit will reveal key insights and recommendations for action that are to be subsequently incorporated in UPB's internationalisation strategy in order to improve it. A dedicated project group is to be set up during the audit process to help implement concrete measures over the long term.

1. ENHANCE PADERBORN UNIVERSITY'S INTERNATIONAL VISIBILITY AS AN ATTRACTIVE INSTITUTION OF HIGHER EDUCATION AND RESEARCH

The overarching goal of UPB's internationalisation strategy is to enhance its visibility as an attractive institution of higher education and research. It is only through broad [international visibility](#) that the university will be able to successfully continue to hold its own in the ever-growing competition for the best minds and ideas and to attract top researchers and talented, promising, competent students to UPB.

To this end, for example, the university's [website](#) – which is currently undergoing a complete overhaul – is to be considerably improved, in particular for the international target groups of academics, researchers, students and prospective students. The English and German-language websites will be designed congruently in order to significantly boost the attractiveness of the university and improve the provision of information for international visitors. In addition, a central '[International](#)' [landing page](#) will be added to the UPB website. This new landing page will provide an overview of the university's international activities in research, teaching, learning and knowledge transfer, as well as those of the central university administration. This bundled, structured presentation of key figures alongside programmes, opportunities for support and strategic international plans and projects will present UPB's international profile 'to the outside world', which will significantly enhance the [visibility of its internationalisation activities](#).





In connection with this, to meet the growing demand for English-language texts in the university's faculties and Central University Administration and for the external presentation of the university, a [central office](#) is to be set up [for German-English translations](#). This office will develop a central glossary and recommendations for German-English and English-German translations, which will be made available across the university. It will also draw up and implement a university [language policy](#).

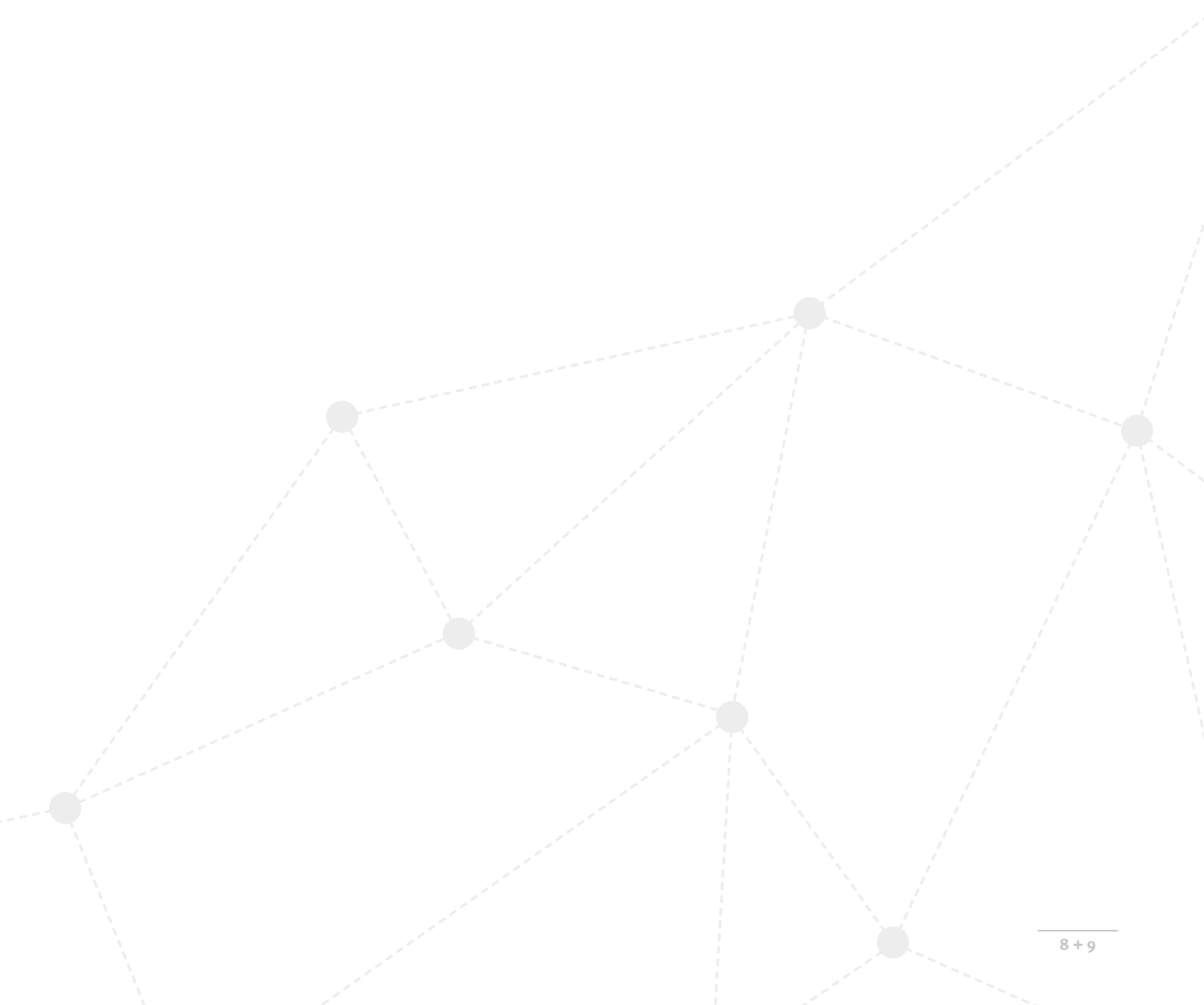
UPB is striving to strengthen existing and establish new collaborations with international partners in research, teaching, learning and knowledge and technology transfer. For example, the university intends to participate in the EU's 'European Universities' funding line, with the aim of comprehensively and systematically strengthening its strategic collaboration with partner universities. Such a European University Alliance will also enable UPB to establish partnerships in all of the above-mentioned spheres of activity, as well as at central university administration level and between university executive boards. Therefore, such a strategic partnership clearly differs from a conventional, often purely bilateral, university partnership with limited focal areas of collaboration. In addition to this measure, UPB plans to [expand its co-operation network](#) along its research profiles and interests in teaching and knowledge transfer. To this end, the university will promote opportunities to apply for third-party funding for international projects and from international funding providers more intensively in the future, and also increase [its involvement in international bodies and networks](#). Virtual research collaborations are also to see increased support. The structures put in place during the COVID-19 pandemic are to be maintained and leveraged to improve international networking for UPB academics and researchers and to enhance the visibility of their research in Germany and abroad.



The university furthermore prides itself on its strong networks and partnerships with industry and society and its prominent start-up culture. In a globalised world, it is vital that international partnerships are strengthened and expanded to facilitate the further development of international transfer-oriented projects. Due to the diversity of subjects and disciplines at UPB, transfer is widely practised here in the form of both knowledge and technology transfer. UPB has set itself the important goal of strategically [improving the information and support it provides for international transfer-oriented projects](#). For start-ups, plans are in place to establish a ‘Start-Up Campus OWL’. This new campus will bundle UPB’s start-up activities more efficiently and effectively and offer a more comprehensive range of networking and advisory services for national and international start-ups and those planning to set up a business or interested in doing so. International projects are already able to benefit from advice and support from the Research Services team during the application process. To help improve the transfer-related process of exchange, interaction and co-operation at UPB, a transfer group is to be set up at central level, tasked with critically examining this process and advising the Executive Board accordingly.

The [establishment of an international alumni network](#) will enable international alumni to remain connected to UPB beyond their time at the university, and therefore help it attract and retain them as valuable ambassadors and contacts. International alumni could, for example, be invited to university events and lectures as guests and speakers. Specific measures, offers and services, such as the creation of a central alumni database and the provision of an alumni web portal, for alumni to network with each other and to find information about current developments and events at UPB, will enable the university to maintain and benefit from contact with its international alumni worldwide.

The implementation and provision of the measures and processes described here will be centrally co-ordinated and actively supported by the [International Relations Office](#). In addition to strategically developing UPB's internationalisation activities, applying for and co-ordinating central international projects and developing and expanding sustainable international alumni relationships, the International Relations Office will also be tasked with managing the university's central Welcome Services for international researchers and employees. The Welcome Services are discussed in more detail in the following section.



2. INCREASE THE NUMBER OF EXCELLENT INTERNATIONAL AND VISITING ACADEMICS AND RESEARCHERS

In order to successfully assess and address the global challenges of the 21st century through research, it is vital to form interdisciplinary research groups of international researchers and to promote international co-operation for the acquisition of third-party funding. Top international research helps enhance the reputation of UPB, and thereby also its international competitiveness and visibility. UPB has therefore set itself the goal of attracting greater numbers of renowned and early-career international researchers.

In addition to increasing its involvement in international research projects and networks and enhancing the international visibility of its website, UPB plans to make greater use of [targeted marketing and recruitment measures](#) to attract top international researchers. For example, it aims to step up its presence at professional education fairs abroad – including in North America, with the support of the Campus OWL liaison office in New York. It also plans to make greater use of digital media and communication and access channels in order to reach international markets more effectively. The assistance of the contacts at the State Rectors' Conference in North Rhine-Westphalia (LRK-NRW) liaison office in Brussels can also be called on here.



One particular measure planned to help UPB achieve its goal of increasing the number of highly qualified international and visiting academics and researchers is the [expansion of its Welcome Services](#) for international researchers and employees. UPB's Welcome Services were set up in 2019. In addition to a comprehensive range of information on its dedicated webpage, the Welcome Services offer tailored support for international (visiting) academics and researchers, staff and their accompanying families to assist them with their move to and integration in the university and region. The support services offered by the International Relations Office are to be further expanded to include a dedicated contact point, an onboarding concept and centrally organised welcome, support and networking services, with the aim of boosting the attractiveness of UPB for this target group and strengthening their ties with the region beyond their stay in Germany. This opens up various synergies with UPB's application process for the HRS4R seal (Human Resources Strategy for Researchers) – a seal awarded by the European Commission as proof of a research institution's or funding organisation's successful implementation of the 'European Charter for Researchers' and 'Code of Conduct for the Recruitment of Researchers' in its policies and practices.

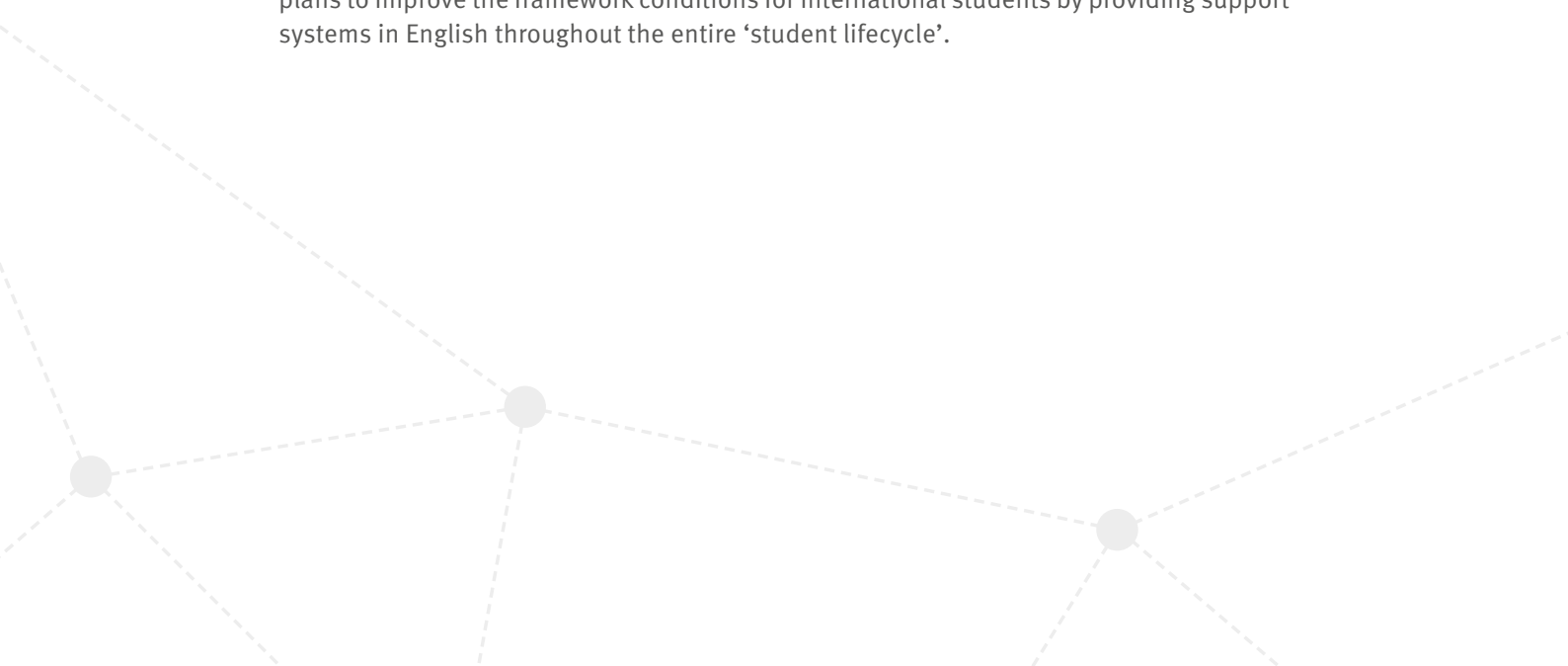
Researchers who are at the beginning of their career also play a special part in UPB's internationalisation strategy. The Jenny Aloni Center for Early-Career Researchers, founded in 2021, is the central umbrella organisation for UPB PhD students, postdocs and junior professors, and already provides target group-specific interdisciplinary information, as well as training and qualification opportunities and advisory services in both German and English. To complement the services offered by the Jenny Aloni Center, graduate centres have also been set up in all of the university's faculties to provide early-career researchers with subject-specific services. In addition, the university's Research Services offers individual advice on international research funding options. In the future, these services are to be further expanded and the framework conditions for [international early-career researchers](#) and staff improved. The close cooperation between the Welcome Services, the Jenny Aloni Center, the graduate centres at the faculties and other facilities (e.g. Staff development, European and National Research Funding and Planning, German as a Second Language/ German as a Foreign Language, Centre for Language Studies, Writing Center) ensures that synergies are put to the most effective use.

3. INCREASE THE NUMBER OF QUALIFIED INTERNATIONAL STUDENTS AND PROMOTE STUDENT EXCHANGE

International experiences and intercultural exchange are vital for educating students to become high-performing, internationally competitive global citizens committed to peaceful, sustainable and democratic values. In order to increase diversity on campus and to secure the next generation of specialists for the university and the region, UPB has set itself the goal of increasing the number of qualified international degree-seeking students as well as incoming and outgoing exchange students.

Alongside the measures to enhance its international visibility already specified above, UPB plans to make greater use of [targeted marketing and recruitment measures](#) for this purpose. In addition to participating in selected international higher education fairs, the university plans to make greater use of digital media as a means of initiating new collaborations. UPB's International Office already offers webinars for prospective international students, and the university has social media channels on Facebook, Instagram and Twitter. In the future, these are to be used more intensively for communicating with prospective students and for providing them with information on the wide range of programmes, opportunities and support on offer at UPB, as well as all the necessary skills and knowledge they will need to study successfully at the university.

The introduction of new English-taught and multilingual courses, as well as courses with an international focus, has seen a significant increase in the number of international degree-seeking students at UPB. A very large proportion of international students, in particular on English-taught master degree programmes in STEM subjects, come from Asia. This focus is also to be particularly promoted in the future, and co-operation in this area expanded. In order to further boost its [attractiveness for international degree-seeking students](#), the university plans to further develop its courses based on existing partnerships and to design additional English-taught and multilingual courses and courses with an international focus. This will also include measures for the targeted recruitment and admission of the best-qualified prospective students possible, with the aim of ensuring the academic success of international degree-seeking students. Moreover, the university plans to improve the framework conditions for international students by providing support systems in English throughout the entire 'student lifecycle'.



UPB enjoys long-standing successful teaching partnerships with universities in Europe and worldwide, including, for example, study programmes with the University of Le Mans (France) and Qingdao University of Science and Technology (China) and student exchange programmes with the universities in the Asian Studies in Business and Economics (ASBE) network. In the future, the university plans to expand its [range of collaborative international degree programmes and international mobility programmes](#) together with its partners abroad.

To [increase outgoing mobility](#), UPB students will be specifically encouraged to act on international mobility plans, and the international network will be systematically expanded to include further attractive partner universities. To this end, for example, information events on opportunities for going abroad are to be offered at an early stage, in a targeted manner and on a regular basis. Experience reports and presentations by students who have already successfully completed a stay abroad will be promoted, to convince anyone interested in a stay abroad of the benefits of this for their career and personal development. In addition, the approval process for credits earned abroad is set to become far more straightforward and transparent as a result of the university's transition to the 'Erasmus without Paper' system.





The [establishment of digital structures](#) will be a key priority for the university. Digital and hybrid offerings significantly break down psychological barriers to acquiring international experience, and in particular enable people for whom physical mobility would otherwise prove too much of a challenge. With its many years' expertise in digital and hybrid teaching, UPB is already well equipped to meet the accelerated changes in the globalised world and the challenges of the 'blended university' compounded by the COVID-19 pandemic. To make international exchanges [more sustainable and climate-friendly](#), this potential is to be even more fully exploited in the future, for example by further improving digital support structures for the administrative procedures associated with international mobility and for virtual and hybrid mobility formats. Within the framework of the German Academic Exchange Service's (DAAD) 'International Virtual Academic Collaboration' (IVAC) funding programme, a number of digital teaching partnerships with international partner universities have already been established at UPB. [Blended Intensive Programmes \(BIPs\)](#) have also been introduced, and the foundation laid for pertinent administrative structures in the International Office. Further [temporary digital and hybrid formats](#), e.g. in the context of summer schools and internships, are therefore to be expanded, supported and more intensively promoted.

Here, the university in particular also plans to leverage the Campus OWL liaison office in New York to promote its digital and hybrid offerings and initiate new partnerships in North America. That is not to say, however, that the university wants to reduce the number of physical semesters abroad, rather that it simply wants to implement virtual and hybrid offerings that will ideally give the desired impetus for subsequent physical mobility. It also hopes to encourage international guests to stay at UPB for longer periods of time through digital contact or short-term stay options.

Another key student mobility goal for the university is to achieve a **balanced ratio of incoming and outgoing students**. This includes recruiting significantly higher numbers of highly qualified incoming students, which is necessary for providing a wide and attractive range of options for outgoing mobilities and for strengthening existing partnerships. Expanding and strengthening UPB's international network, with a clear focus on achieving a good balance of new partnerships in terms of regions and topics, enhancing the university's visibility and boosting its attractiveness will be the university's main tasks over the next few years.



4. CREATE MORE OPPORTUNITIES TO ACQUIRE INTERCULTURAL SKILLS FOR ALL UNIVERSITY MEMBERS

UPB has set itself the goal of promoting diversity on campus and making international and intercultural exchange an integral part of everyday teaching, learning and working. To achieve this goal, the university intends to significantly strengthen 'Internationalisation at Home' by creating new and improved opportunities and support for the acquisition of intercultural and language skills for all students, researchers and teaching, technical and administrative staff. The [central university administration](#) is also to have greater involvement in this, in order to promote a general [welcoming culture for all international guests](#). For example, all key UPB information, documents and forms are to be made available and accessible in both German and English, to make it easier for international students, academics, researchers and staff to find and understand all the information they need with regard to conditions, programmes, opportunities, support and activities, and for them to actively participate in campus life.

Opportunities for gaining intercultural experiences and acquiring language skills are to be expanded for students, e.g. by increasing the number of courses taught in English. UPB's International Office also already offers a wealth of opportunities for German and international students to meet and get to know each other outside the lecture hall, including a buddy programme and a variety of events held throughout the semester. Students



interested in other countries, cultures and peoples can also join any of the university's various student clubs and organisations with an intercultural focus. These measures facilitate cross-cultural exchange and lead to better social integration of international students, which in turn increases their chances of successfully completing their course. 'Internationalisation at Home' and international mobility are interrelated in that, for example, [international experiences on campus](#) motivate students to spend time abroad, and a stay abroad, in turn, offers them the opportunity to build on the intercultural and language skills they have acquired on campus. The university's various efforts to promote interaction with and the integration of international guests are to be further supported and expanded on in the future.

Opportunities for acquiring intercultural and language skills are also to be expanded, especially for [students on teaching degree programmes](#), due to the fact that teaching is a profession that particularly often requires a high level of competence in these skills. Students can therefore opt to spend a practical semester abroad and/or earn credits for participating in the International Office's buddy programme for refugee and incoming exchange students as part of their work-based learning. Similar intercultural projects that prepare students for the teaching profession through social and voluntary work are to receive special support in the future.

Opportunities and incentives to [acquire intercultural and language skills](#) are also to be significantly expanded for researchers, teachers, and technical and administrative staff, for example by actively promoting or facilitating international mobility with partner universities (staff mobility), in particular within the framework of a European university alliance, offering a broader range of language courses, intercultural seminars, workshops and English-taught further education and training sessions and introducing an 'International Skills' certificate for intercultural awareness.

[Language skills](#) are a key factor for successful internationalisation and support the acquisition of intercultural skills. UPB already offers a broad range of general and subject-specific language courses. Here, too, there are a wealth of opportunities for providing (virtual/hybrid) courses and projects jointly with international partners, and thereby not only for improving language skills, but also for strengthening partnerships. The range of courses currently offered by the Centre for Language Studies is therefore to be expanded to include courses for all interest groups at UPB (students, researchers, teaching staff and other staff), in line with their specific needs. However, in addition to opportunities to learn a foreign language, the university also intends to continue to offer international students and guests the opportunity to further develop their knowledge of German with language courses in the German as a Second Language/German as a Foreign Language unit. Special consideration will be given to the needs of refugees interested in studying at the university.

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