

# Internationalization Strategy: Presented by the Rector's Office of the University of Bremen

## 0 Foreword

This Internationalization Strategy is the outcome of a discussion process lasting many months. It is based on insights into various aspects of internationalization gained from numerous talks held with Faculty representatives. With a view to awakening a broader interest throughout the whole university, the contents were first discussed in the Advisory Board<sup>1</sup> and then presented to a large audience comprising representatives of the Faculties and central units at an "Internationalization Conference" held in January 2011. The aim of this broad-based communication process was to achieve as broad a consensus as possible. Beside its function of providing orientation for decision makers in central administrative units, it is evident that for the rest of the university the content of this Internationalization Strategy can only be considered as a recommendation. Every initiative on the part of individual Faculties is of equal importance and constitutes a valuable contribution towards increasing the international visibility of our university. Moreover, it is clearly in the interest of all concerned to identify common areas of focus, and wherever possible to provide support and promote their development in a spirit of mutual cooperation.

## I Introduction: Where do we come from – where are we now?

The guiding principles of the University of Bremen comprise high quality teaching and research, responsibility towards society and orientation to the practice, an interdisciplinary approach, equal opportunity, environmental awareness, and the internationalization of teaching and research.

For a number of years now, the University of Bremen has been pursuing an intensive and successful policy of internationalization. This has become clearly visible, among other things in the large number of international degree courses, the impressive amount of third-party funding for international projects, as well as by virtue of its growing reputation in the international scientific community. Until now, many international projects have been developed and implemented by individual Faculties and research groups – largely independent of any overall strategic considerations. The Rectorate now feels the time has come to bundle these efforts and to purposefully strengthen forms of international cooperation that reach beyond the briefs of individual Faculties, aiming at longer-term consolidation and strategic expansion into new areas.

Internationalization, however, should not be seen solely in the area of external activities. Rather, it should also be made visible within the university and on the campus: as a medium-sized university, our institution enjoys ideal prerequisites for the promotion of international and intercultural interaction between all its members, as well as for anchoring the university as a constituent part of the lived intercultural reality in the City of Bremen.

The internationalization of our institution rests to a great extent on the university's high-profile research areas and their high level of international networking and repute. Closely associated with this are the study programs, whose internationalization, e.g. in the form of Erasmus-Mundus courses, was to a large extent first made possible by the international orientation of research activities. The present Internationalization Strategy takes this into account, develops its focus, and takes it as point of departure for developments going forward, while at the same time endeavoring to integrate the whole university within its scope.

The university's international visibility and renown has been growing steadily over the past years. Outstanding research on a high national and international level is carried out in twelve different Faculties, six

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<sup>1</sup> The Advisory Board comprises professors who are, as a rule, experienced experts in various fields of internationalization. There are currently 12 members, plus representatives of the Rector's Office (<http://www.uni-bremen.de/de/international/profil-international/advisory-board.html>)

interdisciplinary high-profile areas – marine, polar, and climate research; the Social Sciences: social change, social policy, and the state; Materials Sciences and related technologies; Information, Cognition and Communication Sciences; Logistics; Epidemiology and Health Sciences – and in smaller research profile networks. A number of non-university research institutions (Max Planck Society, Leibniz Association, Helmholtz Association of German Research Centers, among others) enrich the university’s internationally networked research spectrum and play a decisive role in strengthening Bremen’s reputation as a central location for science and high-tech.

## II Where are we going: what does this strategy stand for?

High quality teaching and research are the primary objectives of all university efforts. Internationalization enhances these goals and is, in turn, itself nurtured by excellence in teaching and research. The University of Bremen’s Internationalization Strategy therefore pursues a more targeted orientation of activities in the area of internationalization, a bundling of projects and resources, and, hence, a subsequent increase in efficiency and visibility, both within as well as outside the university. Not least as a consequence of limited finances, the allocation of scarce central resources obviously needs to be more focused on clearly feasible and well-founded mutual objectives.

On the one hand, the university provides impetus for societal development; on the other, as a “learning organization” it fosters an ongoing process of further development by taking on board the impetus provided by society. As a consequence, the university is committed to the basic values of society, democracy, and social responsibility. Subsequently, It positions itself accordingly in the regional, national, and international arenas, for instance by signing up to the Charter of Diversity, or projects aimed at promoting school children and students with migration backgrounds.

## III Our mission

The Internationalization Strategy of the University of Bremen bases on three guiding principles.

### I *Bremen in the world*

The University of Bremen is an attractive venue for teaching and research with worldwide visibility. The university is internationally networked and involved in cooperation projects on different levels and in varying intensity. In defined priority regions, there already exists intensive and strongly supported cooperation with individual strategic partners. Efforts to build up alumni networks are concentrated on these countries. Going forward, activities surrounding cooperation in teaching and research, together with international university marketing, will continue to focus on these regions. This will be accompanied by the widening of our network of cooperation partners in several countries on the part of individual Faculties for selected areas of research and individual projects.

### II *Bringing the world to Bremen*

Bremen is an attractive location for international students and researchers. As an international center, the International Office is the central point of contact for all our international guests, acting as service provider as well as an intercultural meeting place. A varied program of offers and events during all phases of their sojourn ensures that guest students and researchers enjoy a memorable experience that leads to frequently repeated visits in future. With this in view, the integration of international guests in everyday university life and networking between German and international members of the university is of the highest priority. Moreover, German students who are unable to embark on a sojourn abroad can experience an implicit as well as explicit intercultural and international atmosphere on the campus and within the context of their studies.

### **III      *Campus of diversity***

The University of Bremen is characterized by a cosmopolitan climate and respect for cultural diversity. The linkages between interculturality and internationality represent a particularly suitable response to the challenges facing society in the area of education – as well as to those arising from the multicultural composition of the student body, but also with regard to university employees, and harnesses the subsequent potentials for exchange, cross-fertilization, and innovation on all levels. As result, the university expressly positions itself in the public arena as a role model for social cohabitation. Diversity is recognized and lived as an added value.

These three guiding principles are closely interlinked. Research excellence would be unthinkable in the absence of intercultural variety; worldwide visibility shapes as well as causes an opening of the university.

## **IV      The goal of Internationalization**

### **1.      Expansion of the worldwide network**

International activities call for reliable international partners. The University of Bremen maintains an extensive and multi-faceted network. The following elements of this network are of particular structural significance:

#### ***Regional foci***

International visibility in the areas of teaching and research is an essential requisite for the ongoing further development of a university and enhancement of quality via processes of international exchange. At the University of Bremen, this has emerged on a worldwide scale. Individual Faculties' activities in the priority regions already receive considerable support from the university management and the central university administration. In the past, however, there were only isolated instances of bundling or strategic continuity. Now, the activities of the Rector's appointee for the USA and Canada are beginning to bear first fruit. As the Rector's Office of the university is unable to keep tabs on all worldwide activities, it becomes necessary to identify the beginnings of regional foci, and to strengthen and concentrate on just a few. In so doing, attention must be paid above all to those points of crystallization that harmonize with activities carried out on the central level, especially within the context of international marketing, our actual presence in the region, and the foreseen financial engagement. The Faculties' many international connections that have developed through individual contacts made in the course of research, will not in any way be constrained due to the university management's recommended new orientation. In the event of accordant development potential, they may well become the seedlings of new foci.

The focal points of international cooperation are defined by the history of the existing relations; they emerge in areas where a number of activities can be seen over the long term and on different levels. Under certain circumstances, focal points can also be oriented to current developments in the area of political cooperation and the accordant funding priorities of national organizations.

Being in Europe, it goes without saying that the University of Bremen fosters cooperation on numerous levels with different partners in Europe, and that these have no need of differentiation according to any particular special focus. We already participate in a multi-faceted partner network in all European countries. This network encompasses excellent universities that are both candidates for strategic partnerships, as well as a number of universities that represent attractive destinations for our students. For instance, within the context of the Erasmus Program, the University of Bremen maintains contacts with over 300 European universities, enabling each year sojourns with partner universities for more than 350 students and faculty.

Regional focal points of cooperation outside Europe are defined as follows:

- It is already possible to identify a number of cooperation activities that hold future promise for both sides.
- The target region has future potential; developments indicate that intensified cooperation will give rise to promising mutual advantages.
- The region is of particular interest in respect of teaching and research and/or represents an attractive destination for our students.
- Superordinate institutions such as national funding organizations and other local organizations have set political targets and are able to provide significant support for cooperation projects in the region. These include funding priorities of the Federal Ministry of Education and Research (BMBF), initiatives like the BMBF Science Year, DAAD programs, as well as the definition of priorities according to *Wirtschaftsförderung* [Bremen Invest], Bremen's economic development council.
- The University of Bremen's guiding principle of social responsibility entails that cooperation projects are not only selected in respect of short-term advantages contributing mainly to our own excellence in teaching and research; rather, cooperation should also be fostered with a view to lending support to our partners in their efforts to establish new fields of teaching and research.

According to these criteria, the following regions have been selected as target regions:

- USA/Canada
- China
- Sub-Saharan Africa (in particular Cameroon and Namibia)

This selection bases on a broad consensus within our university. At the same time, though, a limited number of other regions should be taken into consideration as a consequence of national funding priorities or individual examples of outstanding and intensive existing cooperation. Among these are at present regions like Australia / New Zealand and India. Furthermore, the focus of development also encompasses the "bridge states" between Europe and the world, like Turkey and Russia.

Where considered necessary, the University of Bremen supports the development of regional foci by supplementing the Rector's Office with appointees for specific regions, e.g. by creating a position for an appointee for international relations with a focus on North America (since 2010).

Beyond these categories, the a.m. multi-faceted contacts established by the individual Faculties stand for the indispensable variety of international activities. These have to be evaluated on a regular basis to see whether they may develop into additional focal points and to provide accordant support.

### **Strategic Partners**

Worldwide, we have drawn up a limited list of strategic partner universities<sup>2</sup>. These addresses stand out due to the fact that cooperation is not restricted to one or a small number of individual Faculties or thematic areas, but rather encompasses the university as a whole, exhibiting an accordant diversity of topics. These partner universities are similar to the University of Bremen in structure, size, and overall approach, while possessing a number of interesting complementary characteristics. Strategic partners are in a position to bolster the specific strengths and research priorities of our university in the long term. As a rule, for instance, they will also possess high levels of competence in the marine and social sciences. Examples of this are the die University of North Carolina at Chapel Hill (USA), Tongji University, and the Ocean University of China in Qingdao (China), as well as the University of Waikato (New Zealand).

<sup>2</sup> At the present stage, we are aiming at 5-10 strategic partners.

On a second level, there is a broad-based network of other partner universities with whom we enjoy successful cooperation, albeit usually limited to a single field or specific spectrum (e.g. student exchange).

### ***International alumni***

The University of Bremen maintains contact with its alumni via the association “community bremen e.V.”. Until now, the group of international alumni has not been the object of specific targeting. There are only isolated examples of alumni networks, in Cameroon, for instance, or the informal “*Bremen-Stammtisch*” in Beijing. Hence, the development and maintenance of alumni networks on an international scale constitutes one of the important tasks facing the University of Bremen going forward. This is necessary to ensure the sustainability of international relations via personal long-term ties, winning alumni who will act as our “ambassadors” abroad. As part of our internationalization efforts, we have to identify our alumni around the world and gradually build up regional sections of the alumni association. The development of alumni networks should also be focused on the a.m. defined regions. In the medium term, well-functioning alumni networks can provide local support and be usefully integrated into marketing measures and other activities.

### ***The network of partner cities***

The university plays an important role in the development of the town of Bremen, and it consequently perceives a responsibility in helping to shape this development. Because of this, an additional strategic objective is to integrate and coordinate activities with our municipal partners in order to create mutual synergies via joint projects. Bremen’s partner cities (in particular Danzig, Riga, Haifa, Dalian, Pune and Izmir) are also home to universities of repute, with whom the University of Bremen maintains good contacts. In past years, this network has only been exploited sporadically; it should now be developed and consolidated. So far, the university has always cooperated with the State of Bremen in matters concerning the development and the use of regional offices and liaison bureaus. These establishments tie up considerable resources and are restricted to individual regions or specific locations. It is clearly not possible for the university to bear all the costs involved. However, in the event that appreciable synergies can be achieved, accordant opportunities may be acted upon in the priority regions defined by the university in cooperation with other actors (WFB, Chamber of Commerce, other universities). This is already the case in Shanghai and Izmir, for instance.

## **2. Regional and local networking**

Internationalization can only function in cooperation with local partners. Because of this, the University of Bremen fosters intensive networking in the region. This networking, facilitated by the short ways in Bremen, is one of the great strengths of the science location, and can hardly be found anywhere else.

Where it is possible to achieve synergies, activities and projects are carried out in cooperation with the **Universities in Bremen**. Good examples of successful cooperation to date are the joint degree courses, the Hanse Law School, the Hanse Institute for Advanced Studies, as well as the presentation of the Science Location Bremen on a shared booth at the international multiplier fairs. The International Offices of the Bremen universities are in regular contact and also implement joint projects.

The foregoing also entails close networking and coordination with the numerous non-university **research institutes** and affiliated institutes, for instance with regard to offers for visiting scholars and scientists. On the one hand, these add to the attractiveness of the science location and, on the other, draw attention to our valuable and important partners in the area of internationalization.

Furthermore, the university participates in **regional networks** like the *Nordverbund* association of universities in the North of Germany, or the municipal network of Bremen/Oldenburg/Groningen. It proactively seeks cooperation with the **City as well as the State of Bremen**. A lively culture of diversity can only function successfully on campus when the parameters in the town and society accord with this guiding principle. This

also entails networking with private enterprises, the Bremen Invest economic development agency, the Chamber of Commerce, and the schools in the region, in particular the International School. The university's choice of strategic focal points of internationalization defined not least by the priorities of economic development. In this respect, the challenge is to identify potential synergies, share a common platform, and achieve the best possible benefit for Bremen as well as for the University of Bremen. Not least by virtue of the technology park in the immediate vicinity of the campus, the university enjoys an enormous potential contribution from the private enterprises located here, who have an ongoing interest in the expansion of cooperation.

### 3. The University of Bremen as an attractive location for studies and research

The university is an actor in a globalized world. Science and research is *per se* international – but the university also has the task of preparing its graduates for an increasingly internationally-oriented working life that finds itself in a process of constant change. A university cannot close its eyes to such parameters; rather, it has to position itself in competition with other universities worldwide. This not only entails responding adequately to ongoing developments but also to actively shaping events and self-assuredly setting standards. **Successful marketing on the international level** is therefore indispensable. The University of Bremen enjoys excellent framework conditions that are highly attractive for students and researchers from other countries. Beside excellence of research, research institutions of worldwide renown, international degree courses and a comprehensive offer of lecture courses and programs delivered in English, Bremen also boasts an attractive and safe environment that offers a high quality of life. Notwithstanding: compared with other universities, crucial criteria, like the number of AvH scholarship holders, remain low, and the number of applications received from international students is in decline. Until now, too little effort has been put into promoting Bremen's qualities worldwide, individual initiatives have remained uncoordinated, and there is a dearth of informative marketing materials. Important multipliers like alumni and foreign schools have been sadly neglected.

With their experience and ideas, international students enrich student life and enable cultural exchange with German students. The **recruitment of qualified students and doctoral candidates** therefore represents an elementary goal of internationalization. There is a need to achieve a general increase in the number of international applicants in order to have the possibility of selection and open up admission for good students. In this respect, special attention should be paid to the recruitment of applicants for Masters Programs and PhD studies.

Elements of the marketing concept to be implemented include:

- the provision of marketing and information materials that address the needs of the target group of international students and take into account location factors beyond those inherent to the university;
- ongoing presence at the DAAD/GATE fairs and the program-specific and target-group specific recourse to DAAD/GATE services worldwide;
- information events in German schools abroad and, wherever this is compatible with travel activities, the development of a presentation designed for these schools that can also be delivered by faculty in the course of their travels;
- development of the alumni network with the objective of recruiting alumni of the University of Bremen to act as ambassadors and marketing representative worldwide;
- utilizing the opportunities presented to the university by already existing representations (e.g. maintained by Bremen Invest and the Chamber of Commerce) of the Federal State of Bremen (Shanghai, Atlanta, Izmir).

The successful recruitment of international guests also entails the maintenance of quality standards in respect of the integration and accompaniment of international students and researchers. In national comparison, the University of Bremen offers a high number (approx. 25) of **international study programs delivered in English**. Going forward, this offer is to be expanded and strengthened further. Moreover, it should be taken into account that international students as well as researchers not infrequently choose a university in Germany because of their interest in the German language and culture. It is therefore important to expand on offers of language learning and to make them especially attractive for students, doctoral candidates and researchers alike. While a broad offer already exists for students, the above applies above all to customized offers for visiting scholars and scientists who often spend only a short time in Bremen and consequently have a limited time budget that precludes their participating in the existing offers. Questions surrounding integration and study conditions are dealt with in Section 5 below.

The foregoing calls for a strategic decision as to how the University of Bremen intends to deal with good (Masters) applicants, and which instruments and possibilities are available to attract the type of student the university wishes to recruit. Part of this is the development of offers of counseling and supervision for the group of **PhD students**. The university has to create customized offers designed for this target group, relieve PhD students from administrative activities, thus releasing capacity for research, and provide them with information on the possibilities for funding research sojourns. In this respect, the International Office cooperates closely with the newly founded ProUB Graduate Center.

The attractiveness of the University of Bremen is to be harnessed to increase the number of **international researchers**, in particular those funded by the Alexander von Humboldt Foundation, and also to promote the **mobility of our own faculty**. Whereas the attractiveness factor depends to a large extent on the individual Faculties and collaborative projects, development of the central service is a core task belonging to the International Office. The previously rather isolated examples of service measures for visiting scholars and scientists will now be bundled and developed further in a Welcome Center. In the coming years, measures are to be implemented – such as regular events for international guests – in addition to the reintroduced reception for visitors, as well as service offers comparable to those existing for students (arrival information, assistance in visa matters, information about living in Bremen and on the infrastructure and institutions, help in finding accommodation etc.). This offer will be developed in close cooperation with those research institutes which have partially already established such services themselves, further intensifying networking between the university and non-university research institutes. The International Office will thus become an international (meeting and communication) center not only for students but also for all internationally mobile and interested members of the university. A plus point for the development of a welcome culture is the presence of the local immigration office on the campus; ‘bremen service universität bsu’.

All areas share the common goal of integration and of enhancing identification with the University of Bremen, thereby helping to gain international members of the university as ambassadors who as alumni will successfully market Bremen in their country of origin. In this way, stable partnerships will evolve that will benefit both the students of the University of Bremen within the context of semesters spent abroad, as well as the start of their careers, but also help the Faculties to recruit foreign employees.

#### **4. The internationalization of teaching and international mobility**

As “Bologna University”, the University of Bremen places a special emphasis on utilizing the potentials created by the structural reform of studies. However, international mobility and internationalization must be more firmly anchored in the new degree programs. The swift implementation of the Bologna Process is one of the strengths in this area, so that previous issues surrounding the recognition of study credits obtained abroad no longer present a problem. Nevertheless, according to results of the QUEST survey, the organization of a period of studies in another country still constitutes an insurmountable hurdle for more than half of the student body. Students still have enormous information deficits. Here, a lot remains to be done, both on the part of the

International Office, as well as on the part of the Faculties, and new avenues of providing information must be explored. Following the closure of *Bremer Ausbildungspartnerschaft* (bap), the area “International Internships” has become the task of the International Office.

To study at the University of Bremen means to acquire the competences that enable graduates to position themselves in the best possible way on the global employment market. The international environment on campus brought about by the integration of international guests in all aspects of university life, the offer of courses delivered in English and international degree courses, as well as the involvement of international guest faculty in lecture courses via the university’s own support program entitled “Internationalization at Home” makes it possible for all students to gain an international insight. However, it is important to make it possible for as many students as possible to spend some time studying abroad. Numerous partnerships and an excellent Erasmus Program contribute towards this goal. Notwithstanding, the following goals remain a main focus:

- the provision of a multi-faceted offer of mandatory and optional opportunities for studying abroad, continual expansion of the possibilities in cooperation with the Faculties, and in particular the goal of developing additional integrated degree courses and double degree programs.
- an ongoing increase in the number of students who spend a part of their degree program studying abroad by means of optimized and comprehensive information and intensive counseling in real and virtual environments.
- the internationalization of course offerings in order also to enable students of the University of Bremen to gather international experience and additionally to prepare them at an early stage for studying abroad. The implementation of real and virtual study modules in the area of General Studies that give all students the (optional) possibility to acquire the indispensable competences for international and intercultural experiences.
- an increase in the quality of stays abroad via a detailed coordination of curricula and the broad recognition of study credits, as well as via pre and post preparation and the continual evaluation of programs and cooperation agreements.

## 5. Internationalization at home – the international campus

The University of Bremen has a pronounced international and intercultural orientation. International students and researchers are integrated into university life, and the Faculties and the International Office maintain a broad range of offers. In the medium term, the intention is to make all of the university's offerings so intercultural that both international as well as German users feel equally addressed. To achieve this goal, it is also necessary to sensitize the employees in the university administration for issues of integration, to promote their intercultural and language competences, and to motivate them also to spend temporary periods at partner universities or enterprises in other countries.

The University of Bremen is committed to upholding the code of conduct concerning international students shared by the German Rectors' Conference; this entails the provision of supervision through all phases of study, comprehensive information on conditions and requirements of study, and adherence to quality criteria.

For the University of Bremen, comprehensive supervision and integration means further development of existing and proven offers like the Newcomer Service, Newcomer Portal, and KOMPASS. The measures offered within this context pursue the goal of not treating international students as a special group, but rather to enable them to take a self-assured part in university life. Ensuring success in studies via continual accompaniment, mentors in the Faculties, and the further development of offers of study preparation are the main foci of such efforts.

A survey carried out among international students in 2011 identified both strengths and weaknesses. Strengths to be developed further include the intensive link to research during studies, as well as non-disciplinary parameters, such as life quality, university sport, and accompaniment on the part of the International Office. The weaknesses identified, for instance like the wish of international students for their needs to be taken more into account in the advisory offers of the CareerCenter, serve as a prompt to enter into dialogue with the student body and to develop solutions together.

The University of Bremen, though, goes even farther. As a signatory to the Charta of Diversity, the university recognizes language and cultural orientation as an element of the self-determined diversity of its students, faculty, and university employees, takes their needs into account, and draws their potentials into the development of the university. The intercultural opening of the university is its answer to the social reality of a municipal community shaped by migration and diversity. Not only the international students, but also the growing group of students with migration backgrounds, as well as the increasing number of students who gather international experience, are important actors in the development of a cosmopolitan campus. Their competences are to be better brought in. The recently launched project of academic multilingualism serves as an example. The University of Bremen is of the firm opinion that this adds to the growing international attractiveness of the university as a location for academic studies and research, and it has subsequently installed a Vice Rector's Office that links the component of internationality with that of interculturality in the sense described here.

This reaches beyond the areas of teaching and research into the areas of the administration and HR management. Intercultural sensitivity and multilingualism on the part of employees in all areas of the university are contributing towards making the intercultural campus a reality.

The university is therefore also positioning itself in the public eye of town and society against racism and discrimination.

## V Structures and institutions

The implementation of internationalization, of the goals and measures described here, is brought about by the interaction between large numbers of participants. It goes without saying that the **Faculties**, together with the non-university research institutes and affiliated institutes, are crucial actors without whom it would not be possible to implement the internationalization of teaching and research. They are served by either one or a number of appointees. Appointees in the area of internationalization differ from appointees for studies abroad or Erasmus appointees. Depending on Faculty requirements, these offices can be assumed by either one or several persons. In the areas of teaching and research, the Faculties are the central partners and actors of internationalization.

On the central level, the following persons, bodies, and institutions are to be mentioned:

In the Rector's Office, the **Rector** takes on representative roles and is responsible for cooperation projects of outstanding significance. In addition to this, the **Vice Rector for Intercultural and International Affairs** represents the university in international networks, as well as vis-à-vis partner universities, in cooperation with the International Office develops strategies and concepts for the internationalization and intercultural opening of the university, and makes a significant contribution towards increasing the visibility and fostering cultural diversity on the campus.

Reporting directly to the Rector's Office is the **Appointee of the Rector's Office for International Relations with North America** (USA and Canada). This appointment on the part of the Rector's Office underscores the special relevance of this region for the Internationalization Strategy of the University of Bremen. If necessary, the Rector is able to call further regional appointees.

The **Advisory Board** constitutes the representative body of the Faculties and advises on strategic questions of internationalization. The development of strategy and goals is coordinated with the Advisory Board. Where necessary, the International Office can submit proposals (e.g. concerning the allocation of resources) to the Advisory Board. The Advisory Board is chaired by the Vice Rector for Intercultural and International Affairs.

Together with the Rector's Office and in consultation with the Faculties, the **International Office** determines the goals of Internationalization both inside and outside the university and, together with the representatives of the Rector's Office, implements the strategies and goals. The position of the International Office as mediator between the university management and the Faculties is illustrated by it being anchored in the administrative Department for Academic Affairs. The tasks of the International Office include:

- the formulation of strategies, goals, and measures, as well as the development of new projects within the context of Internationalization and in consultation with the a.m. persons;
- ensuring the traditional tasks of an International Office in the areas of mobility, counseling, and the supervision of students and researchers;
- international marketing;
- the identification and support of international alumni;
- the acquisition of third-party funds to support the financing of projects initiated by the International Office;
- support and advice for the Faculties in all matters of internationalization;
- networking the actors of internationalization (among other things, via semi-annual cross-Faculty internationalization conferences).

Beyond the foregoing, internationalization encompasses numerous **other actors**, who are active in individual tasks or for individual target groups. Among these are the Center for Foreign Languages (FZHB), and other

institutions of the university, international student groups, and many others. It is the task of the International Office to network these groups and where necessary to involve them in the work at hand.

## VI Outlook

The present strategy is the subject of regular evaluation and revision where deemed necessary. Far reaching changes in the parameters of the university's overall orientation, e.g. success in the Excellence Initiative, may call for its premature reworking.

The goals of this strategy are concretized in a catalogue of measures. Within the frame of evaluation, these measures are to be monitored in respect of their implementation within the prescribed time frame and, where necessary, reformulated. New strategic goals will necessitate a reformulation of the catalogue of measures.

Evaluation of the Internationalization Strategy is carried out by the Advisory Board. The Evaluation Report, as well as the revised strategy, is to be adopted by resolution passed by the Rector's Office and subsequently published within the university.

Stand: Dezember 2011