

Universität Regensburg

UR international

**Universität Regensburg
Internationalization Strategy
2023-2027**

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1) Preamble - Academia without borders

1. Essentials

Universität Regensburg (UR) is both nationally and internationally acclaimed: a university with an excellent research portfolio, attractive range of courses, and keen sense of social responsibility. UR stands for diversity, openness and the future. As of December 1, 2022,

- 20,981 students including
- 1,634 international students,
- 365 professors and
- 2,517 assistant and associate professors, and other academic staff

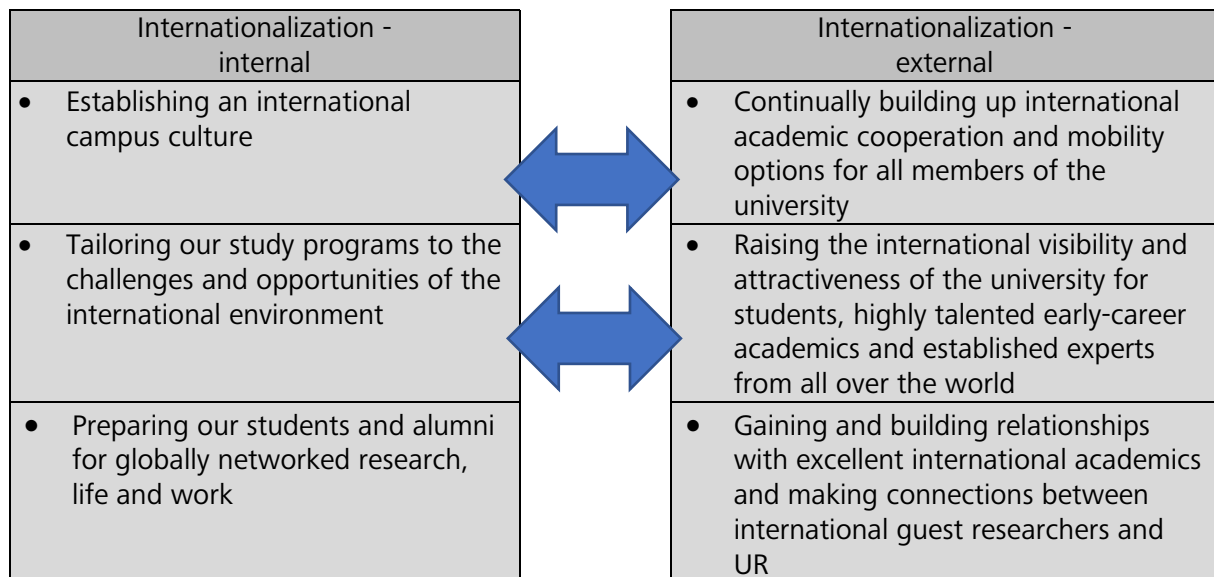
were studying, researching and teaching at UR.

The internationally renowned university was founded in 1962 as the fourth Bavarian state university. Now more than 25,000 people from over 100 countries come together to study, research, teach and work. As a research and teaching institution with responsibility for society as a whole, Universität Regensburg sees internationalization as the basis for excellence in research and teaching, and as an essential component of continuing its development in the global world. It understands internationalization as a cross-sectional task, dovetailing closely with diversity and sustainability. Thus, internationalization needs to be considered in strategic decisions in all areas of the university including research, teaching, third mission and infrastructure.

Recognizing our status as a transnational hub, and a diverse and outward looking campus where ideas and experiences are exchanged, we are intensively engaged with internationally oriented activities and development in all areas. The scale of international networking is an important yardstick for excellence and an indispensable condition for research and teaching. For this reason, the targeted development of research and teaching networks and bilateral key partnerships are part of our strategy.

This entails the deployment of all other mechanisms of internationalization and, where necessary, their further development. Internationalization of the campus and curricula, multilingualism and mobility are valuable and valued as Internationalization@home. However, they also make an impact by signaling openness and raising the international visibility of Universität Regensburg as an important and attractive academic location in Bavaria with a welcoming culture.

The central tasks, aims and challenges in this area are closely interdependent, whether considered from an internal or external perspective.



2. Commitments

The following aims, connected to the University Development Plan 2025¹, lead into the simultaneously complex and promising area of cooperation and competition in international research collaboration:

- continuing to build up the status and visibility of UR as an internationally attractive and renowned place for excellent research and research-based teaching,
- extending academic cooperation and mobility options for all members of the university; and
- strengthening UR in its diversity as an international campus and transnational hub

while similarly

- continuing to successfully position UR as a national and international leader, and
- equipping it for highly-competitive research programs and competitions.

To act responsibly and for the future in this area is one of the challenges and opportunities of academic internationalization. This is regulated transparently and bindingly by the formulation of a number of commitments. In this way, we at Universität Regensburg stress the universally applicable principles of academic freedom and anti-discrimination which are anchored in Germany's Basic Law.²

¹ Universität Regensburg: Universität Regensburg 2025. Universitätsentwicklungsplan, Regensburg 2020 (<https://www.uni-regensburg.de/assets/universitaet/ueber-die-ur/publikationen/Hochschulentwicklungsplan-UR-2025.pdf>).

² Cf. The guidelines and standards on international cooperation between universities set out by the German Rectors' Conference (<https://www.hrk.de/positionen/beschluss/detail/leitlinien-und-standards-in-der-internationalen-hochschulkooperation/>).

A timeline of UR's internationalization commitments

INTERNAL	2007	University Mission Statement (recognition of our status as an international institution)
	2019	Agreement of aims 2019
	2020	University Development Plan 2025
	2021	Internationalization@UR. Organizational structures, processes, measures
	2023	Diversity@UR 2023-2027
	2023	UR's sustainability strategy
EXTERNAL	2009	National Code of Conduct for German Universities Regarding International Students
	2011	Membership of the Compostela Group of Universities
	1998 / 2021	Magna Charta Universitatum of the EUA
	2021	European Charter for Higher Education (ECHE) / Erasmus Policy Statement (EPS) 2021

3. Guidelines - Internationalization strategies

Universität Regensburg already agreed on an internal internationalization strategy in 2012. Based on a SWOT analysis, the areas of action were fine-tuned for the University Development Plan 2025 to push forward cultural transformation to

- build up international research cooperation,
- further increase our international institutional awareness,
- prepare our students optimally for an international work environment,
- increase the attractiveness of our campus for international students and academics.

4. Strategic internationalization

We recognize that the internationalization of the university is a cross-sectional task, to be continually evaluated, for example as part of monitoring the aims of the university's Development Plan, to be adapted to new challenges, and further developed.

Indeed, the realization of the aims set out in this strategy paper demand the participation of all members of Universität Regensburg. It is therefore fundamental to anchor the meaning of internationalization as a particularly future-relevant cross-sectional task and important area of strategic action within our understanding of the university's role, in its strategic documents and in our day-to-day work. This new version of Universität Regensburg's Internationalization Strategy makes a significant contribution here, collecting the strategic position in internationalization together and, in particular, outlining aims and measures to further develop and intensify this cross-sectional theme.

2) Governance and monitoring

1. The remit of the vice president and the staff unit Internationalization

On November 29, 2019, the University Council changed UR's constitution (Grundordnung, GrO-UR; §3)³ to create the fourth vice president position with the title "Internationalization & Diversity". This was the President's response to the changing social conditions and the increasing heterogeneity of its academic staff and student body, and redistributes responsibilities within the Executive Board. Diversity was placed at the leadership level as a priority cross-sectional task for UR. In 2019, it was explicitly added to UR's University Development Plan 2025⁴. Internationalization is an obligatory object of the university contract concluded in 2023 between UR and the Bavarian Ministry of Science and Art, in accordance with Art. 8 BayHIG.⁵

The vice president is supported by the staff unit Internationalization in the Presidential Department. This latter was set up as part of the further expansion of academic management in 2020.

The new portfolio can call upon the International Office's mature structures and processes and is networked with, in particular, the vice president and staff unit for the area research and teaching, with Personnel Development for Non-academic and Service Staff, with the Center for Graduate & Postgraduate Researchers (WIN), the other persons and units at UR listed below, and further national and international actors in the area internationalization.

The leadership of UR is the competent and responsible body for effectively and transparently pursuing the (sub) aims, primarily anchored in the office Vice President for Internationalization and Diversity.

2. Faculty Representatives for International Affairs

Since the summer semester 2009, the Faculty Representatives for International Affairs and the International Office have had regular meetings, chaired by a member of the Executive Board. This meeting serves the targeted conveyance of internationalization-relevant information reciprocally. In particular, examples of best practice are shared, stimulating valuable progress in developing Regensburg as an attractive academic center for researchers, teaching staff, and students from all corners of the world.

3. International Office and Welcome Center

The **International Office (IO)** is the central unit for internationalization activities at UR, and is a service center for academics, students and teaching staff. Those interested in becoming degree-

³ Universität Regensburg constitution, Regensburg 2022 (<https://www.uni-regensburg.de/assets/rechtsgrundlagen/grundordnung.pdf>).

⁴ Universität Regensburg: Universität Regensburg 2025. Universitätsentwicklungsplan, Regensburg 2020 pp. 11 and 19 (<https://www.uni-regensburg.de/assets/universitaet/ueber-die-ur/publikationen/Hochschulentwicklungsplan-UR-2025.pdf>).

⁵ Bayerische Staatsregierung: Rahmenvereinbarung Hochschulen 2023 – 2027 (https://www.stmwk.bayern.de/download/22215_Rahmenvereinbarung_inkl_Unterschriften.pdf > Chap. 6.

seeking international students are provided with advice and support during the whole student life cycle for all matters that are not subject specific. This starts with their orientation and application, eases their take up of their studies with the Startklar program, includes help with looking for accommodation and student financing and continues as they transition to their working life after completing their studies.

The IO coordinates the outgoing mobility of teaching staff, students and non-academic and service staff, and the mobility program at UR.

Alongside the management (concluding contracts, coordinating activities) of the subject-specific Erasmus+ agreements with about 250 partners in Europe and another 90 wider international partnerships, the IO also offers advice and support to faculties when applying for projects with third-party funding and when planning and setting up bilateral programs of study and doctorates.

International marketing of the university is a cross-sectional task. To recruit international students (both full-time and exchange students), the IO uses their website, social media, flyers and other online forms of communication. The IO, in consultation with the Ministry of Science and Art and the Bavarian academic centers, coordinates Bavarian institutions of higher education's membership in international networks and recruiting fairs.⁶

The IO's **Welcome Center** was set up in the middle of 2013 under the Bavarian Ministry of Science and Art's program "Internationalization of universities - welcoming services". It is a central service unit for international visiting scholars and doctoral candidates. They can get comprehensive advice and support on topics such as visas and residency, staying with a family, health insurance, German language courses, and living in Regensburg. This starts before they travel, and continues with their arrival, when looking for accommodation, during their stay, and when planning their return home.

4. Europaeum _ Bayhost _ ZSK

The three institutions: East-West Center (Europaeum), the Bavarian Academic Center for Central, Eastern and Southeastern Europe (BAYHOST), which is located at UR, and the affiliated Bavarian-Czech Academic Agency (BTHA) provide an important advisory and networking function in the area of regional internationalization.

The IO cooperates with the teaching area "German as a Foreign Language" in the Center of Language and Communication (ZSK), which in turn offers a wide spectrum of courses for international students and students with a background of migration. In addition, all those who want to extend their foreign language skills can find relevant courses here.

⁶ <https://www.stmwk.bayern.de/wissenschaftler/international/hochschulzentren.html>

5. Think Tank Internationalization

The formation of the wide-ranging “Think Tank Internationalization”, led by the VP for Internationalization should serve to improve communication decisively, and push forward the realization of the internationalization strategy.

Think Tank Internationalization	
Vice President for Internationalization	Representative of Non-academic and Service Staff for International Affairs
Staff unit Internationalization	Representative from the University Library
	Representative from the Computer Center
Faculty Representatives for International Affairs	Representative from the ZSK
Representatives from the IO	Representative from the Europaeum
	Representatives for international degree programs
	Student's representatives
	Representative from BAYHOST
	UR members active in international research cooperations

6. Monitoring

The following deliberations and measures are based on the classification of centralized and decentralized key-figure reports on internationalization. It must be noted here that, due to differences in the dates when data was collected, the definition of groups of persons, and the like, some values collected by UR internally differ from those in reports made by external bodies.⁷

On the basis of the overview of existing databases, UR aims to concentrate and make uniform the data collection on internationality using the following set of elementary key figures.

- Internationality of professors; and academic, and non-academic and service staff
- Number of international professors appointed at UR (by faculty)
- Number of international guest scholars (by faculty and program)
- Number of international students (degree-seeking and exchange students separately, in total, by faculty, by degree program)
- Number of exchange students (incoming and outgoing, by faculty and degree program)
- Mobility of teaching staff by faculty
- Staff mobility (by faculty, central units, and the administration)
- Development of double-degree programs and English-language programs
- Number of international doctorates by faculty / doctoral programs
- Development of partnerships (type and vigor of the agreement)

⁷ This shows up, in particular, in the university profile data (HSI-Monitor), the most relevant tool for comparing key figures of internationalization at German universities. These figures are used in various sections of this document to illustrate UR's position in comparison to other German universities in the same cluster.

Measures to improve governance

- Future extension of the role of the Faculty Representatives for International Affairs
- Setting up a wide-ranging 'Think Tank Internationalization' with the aim of improved communication in questions of internationalization
- Internationalization data to be concentrated and made uniform with the aim of a basic data set being constantly available for internal management

3) International cooperation

1. International partnerships and cooperation

Universität Regensburg is networked worldwide with a multitude of renowned institutions in all areas of academic endeavor, via more than 340 international partnerships (as of May 2023). Within this and beyond, our scholars, and some central units, non-academic units and support departments foster close contact to international colleagues all around the world. This network, diverse in intensity and form of contacts, stands for the attractiveness of cooperation with UR and is an extremely valuable enabler for cooperation in research, teaching, and transfer.

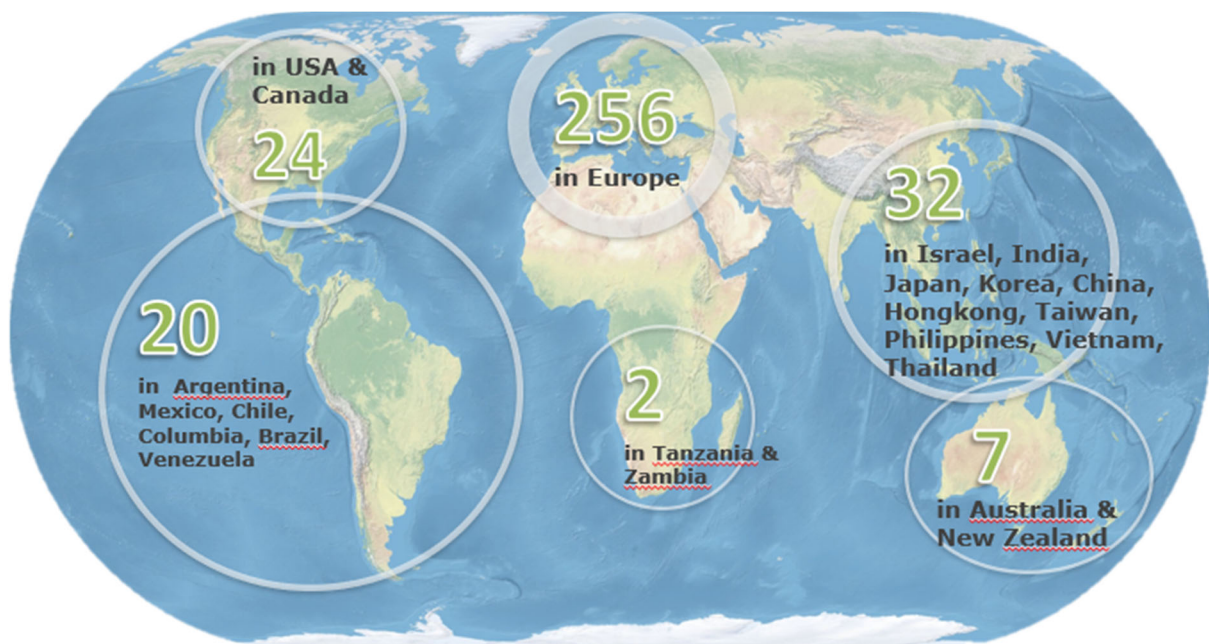


Fig. 1: International cooperation agreements (International Office at UR)

The continual development of this network in the sense of contributing to a global academic community takes place with regard to the development and expansion, and the advancement of cooperation options of all kinds; thus, the partnerships with new institutions, particularly in Asia, Australia, South America and Israel which have been undertaken successfully over the last years, complement existing ties, should be continued. The initiation of individual cooperative projects will be supported administratively in the same way as agreements at a university level are.

2. Strategic partnerships and networks

The international cooperation, taking place generally on an individual or faculty level as part of a structured partnership, is increasingly complemented by *strategic partnerships*. The Executive Board developed and adopted a special concept for establishing and organizing such strategic partnerships in April 2022.

These are long-term, sustainable partnerships in which Universität Regensburg cooperates with selected international universities, based on jointly formulated strategic goals of significance to the

whole university. Universities considered as potential strategic partners are those with which there is already intensive cooperation, ideally in several areas, for which both sides see particular potential to extend and deepen cooperation. The strategic partnership is established on the basis of predefined principles and these processes are supported and accompanied by special measures from the Executive Board due to their significance for the whole university.

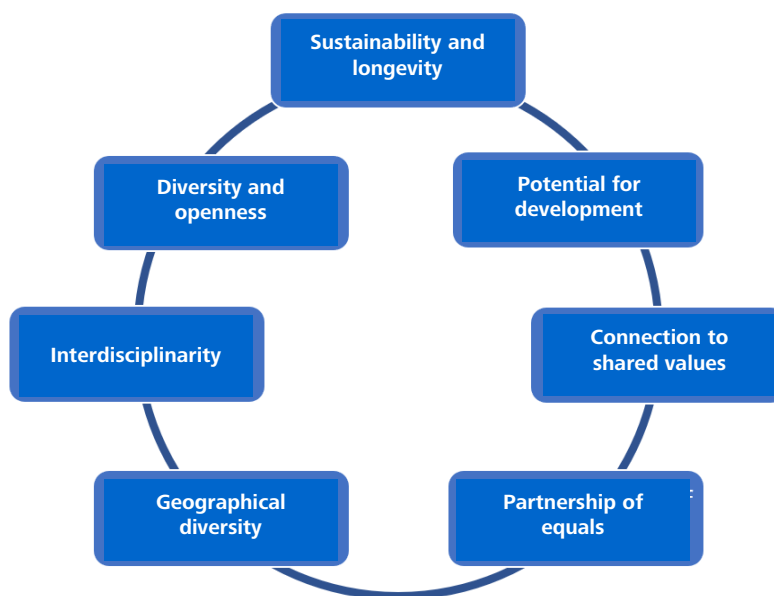


Fig. 2: Principles of strategic partnerships (SP Concept 2022)

This strategic and organizational connection directly with the Executive Board is not only to ensure sustainable communication, but also to enable and promote interdisciplinary cooperative activities and formats transcending faculty barriers in all areas of university activity. In this way, the relevant resources, in the form of joint funds, should be provided as a basis for focusing on diverse themes and content, and an essential basis for broad inter-faculty connectivity of these partnerships.

This is a targeted upgrading and structuring of the network based on international partnerships. Via this additional exchange, which is anchored in the partnerships structures set up for the long term, this upgrading strengthens the international profile of Universität Regensburg as a desirable destination for research, study and teaching. Lastly, UR is made increasingly attractive as a partner institution in highly-competitive funding applications like the European Universities Initiative (see below), for which institutional networking with universities selected by topic is considered. As regards a future overall portfolio, UR consciously diverse and sustainable outlook is also reflected in a wide selection of strategic partnerships.

Exploratory talks had already taken place, partly including the UR academics cooperating with the universities concerned, both on an informal basis, and at the level of the university leadership. Thus, the first strategic partnership agreement with the University of Clermont Auvergne could be signed in June 2023. More are to follow.

In the medium term, partnerships are evaluated after running for five years so that UR is integrated in a wide network of sustainable strategic partnerships in the long term.

The in-depth cooperation in strategic partnerships is the starting point for cooperation within the framework of transnational alliances. Calls for proposals such as the *Erasmus+ European Universities Initiative* offer comprehensive third-party funding opportunities for the joint development and realization of projects in research, study and teaching, and transfer / community outreach for all members of the university. Strengthened organization within such networks and a priority focus on the relevant members are especially important for cooperation involving international study programs, digital teaching and learning platforms or when offering special formats for mobility. Participation in such a network would also increase UR's international visibility and profile, and our ability to compete internationally. With this background, Universität Regensburg wants to integrate in a consortium which fits our topics and aims.

Measures in the area international cooperation

- | |
|---|
| <ul style="list-style-type: none">➤ Extension and development of the existing network of cooperation and partnerships to enable diverse forms of collaboration in research, teaching, and transfer➤ Establishment of sustainable, global strategic partnerships and networks |
|---|

4) Internationalization@home

Internationalization at Universität Regensburg will be given decisive support over the coming years by intensifying the processes of "Internationalization at home". The welcoming structure of the whole university and our understanding of our institution as a place of diversity in all its dimensions⁸ represent essential conditions for an international campus and will significantly advance Universität Regensburg's development as an internationally renowned research university and internationally attractive place to study.

The document 'Internationalization@UR. Organizational structures, processes, measures'⁹ was adopted on March 24, 2021. Following a comprehensive revision of the previous processes, this document set out a significantly extended framework for the practical implementation of internationalization processes "at home", ensuring the further development of measures which had already started.¹⁰

UR has a comprehensive, interdependent notion of "internationalization at home", dividing the measures assigned to it into four areas:

- 1) Transparent responsibility in internationalization contexts
- 2) Organizational measures to promote international mobility
- 3) Internationalization of the curricula
- 4) Internationalization of both academic, and non-academic and service staff.

1. Internationalization in research

Contemplating and contributing to the world's knowledge is part of real research. International research cooperation secures the necessary diversity of perspectives and guarantees a structure of academically relevant checks and balances. At the same time, it generates transfer and participation. This is particularly the case when political conditions lead to discontinuity in the flow of knowledge. When Universität Regensburg was founded in 1962, it was assigned a bridging function, to maintain and extend connections to East and Southeast Europe. Indeed, a continual flow of energy into research on East and Southeast Europe can be seen over the years at Universität Regensburg. This is reflected in the creation and location of institutes such as the East-West Center 'Europaem' (2000), the Bavarian Academic Center for Central, Eastern and Southeastern Europe 'BAYHOST' (2002) and the Institutes for East European Law, for East Europe and for Southeast Europe (2007). This consistent expansion of the research location explains the successes such as the founding of the Leibniz Institute for East and Southeast European Studies (IOS) in 2012, its assimilation in the

⁸ Cf. Diversity@UR (<https://www.uni-regensburg.de/assets/rechtsgrundlagen/gleichstellung/diversitykonzept-en.pdf>)

⁹ Universität Regensburg: Internationalization@UR. Organizational structures, processes, measures, Regensburg 2021 (<https://www.uni-regensburg.de/assets/rechtsgrundlagen/Internationalization-at-UR-en-2021.pdf>).

¹⁰ UR Guidelines on Internationalization of Degree Programs from February 11, 2010, updated April 13, 2015, including the appendix Study Abroad and Transfer Credits in the Bologna-Conform Degree Programs.

Leibniz community in 2017 and the confirmation of cooperation between IOS and UR by the accolade Leibniz ScienceCampus "Europe and America in the Modern World. Transformations and Frictions of Globality in Past and Present" in 2019.

These successes would be unthinkable without a similarly consistent expansion of transatlantic focus and global networking. Their visibility was enhanced in 2000 by the set-up of the Professorship for International Politics "under particular consideration of Atlantic connections", and by the Interdisciplinary Research Center Spain, founded 2007, and the establishment of the Regensburg European American Forum (REAF) in 2008. The research institution Center for International and Transnational Area Studies (CITAS) of the Faculty for Philosophy, Fine Arts, History, and Humanities and the Faculty for Language, Literature and Cultures was set up in 2017. It bundles regional expertise across these faculties with a wide focus on the regions South and South East European, West and South Europe, and North and Latin America, and has worked with REAF, the Research Center Spain, the Graduate School for East and Southeast European Studies since 2019, and as a partner institution with the IOS as part of the Leibniz ScienceCampus "Europe and America in the Modern World". This development led to the founding of the Department for Interdisciplinary and Multiscalar Area Studies (DIMAS) in 2022.

Lastly, due to its international reputation for research and the already pronounced degree of internationalization in the natural and life sciences, the whole of Universität Regensburg has developed into and is recognized as a transnational hub cooperating with scholars the world over. Simultaneously, mature structures and expertise have ensured that the profile of UR has been internationally connected with a focus on Eastern and South Eastern Europe for decades.

Measures in research

The measures in the area research overlap in part with measures outlined elsewhere in this strategy paper, for instance on gaining and building relationships with international academics and on extending international cooperation. However, with all of these measures, taking into account the specific character of the international research collaboration will be decisive for the strengthening of research activities and their networking in the international research community. These characters are extremely diverse: International collaboration takes place both on an individual, informal level and within formalized research alliances with the participation of a number of colleagues; It is sometimes bilingual, sometimes multilingual, and can be a temporary arrangement for a specific project or be long-term. For Universität Regensburg, the sustained support for the extension and maintenance of international research cooperation, with all its diversity and heterogeneity, is a significant aim.

- Support for the maintenance and extension of diverse research alliances and cooperation

2. Internationals on campus

The international competitiveness of Regensburg for students and academics is decisive for its successful future as an academic location. An important yardstick is the proportion of international members of the university. At the end of 2022, the proportion of non-German nationals in all status groups was a little under 10%, a value which motivates us to be more active in this area and address each group with measures relevant to it.

International students at UR

The progression of the student statistics over the last decade shows a constancy contrasting with the efforts made to increase both the number of students overall and the proportion of international students. Due to the high number of state examination programs, which are socially relevant but only rarely in international demand, the total number of international students in this period progressed from 1,500 to the high-point of 1,700 students with non-German nationality (in the winter semester 2017-2018). This means that the proportion varied within a narrow band between 7% and 8%. The ambitious aim of the internationalization strategy from 2012, to increase the number of international students at UR to 15% was thus not achieved.

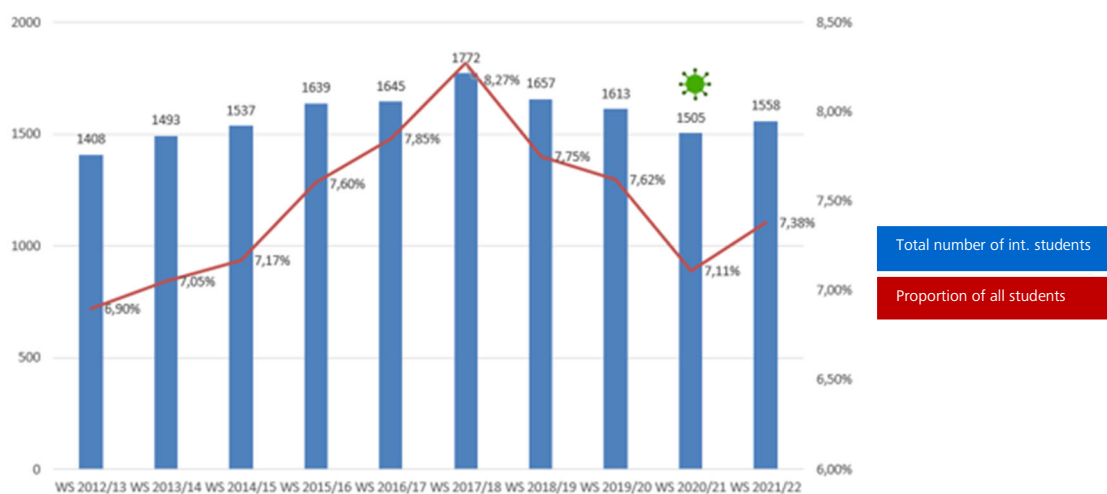


Fig. 3: International students at UR - total (UR student statistics)

Taking international degree-seeking students out of the equation, and only looking at international students who have completed one or more semesters at UR, one sees that the number has evened out at between 500 and less than 600.

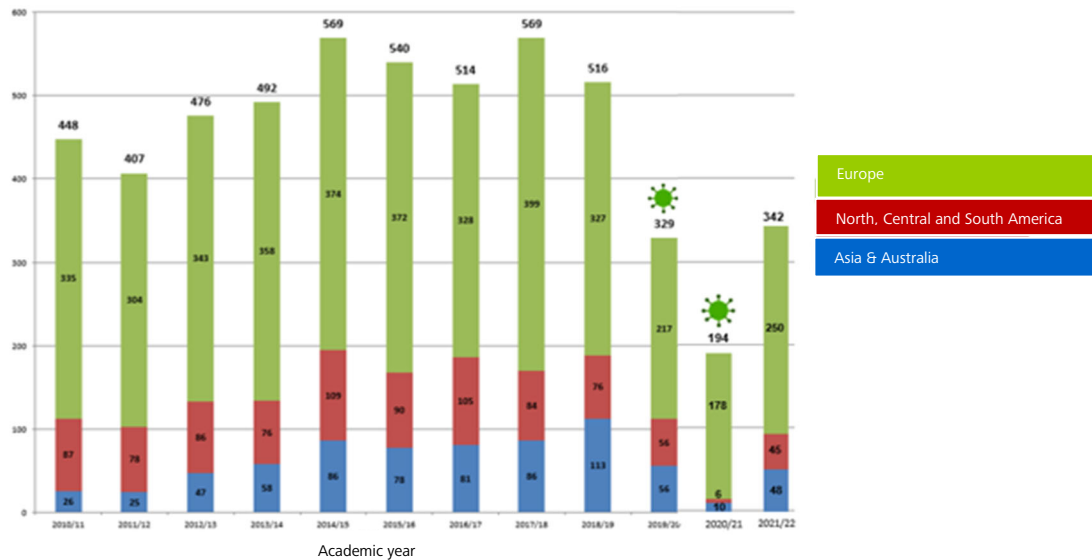


Fig. 4: International students at UR - exchange (UR International Office)

When we calculate at the faculty level, we see that only the Faculty of Languages, Literatures and Cultures with 14% and the Faculty of Chemistry with 10% are above the average, with most faculties reaching less than 7%,

The programs leading to state examinations are under external control, and only target and which we are only able to target internationally to a limited extent. These programs will thus continue to offer limited possibilities for attracting international students. Nevertheless, there are justified grounds for optimism that the number of international students overall will rise (again) in the medium term, due to both the end of the short-term limitations imposed by the pandemic and the international pull of the new Faculty of Informatics and Data Science.

With a view to the increasing international competition for international students, and thus also potential early-career academics and other members of staff, the efforts in this area are to be increased in the coming years both in terms of their breadth and intensity. This includes building an attractive range of courses, including, in particular, as regards internationalization (see the chapter on internationalization of the curricula); a strengthened international orientation of student marketing (with a particular focus on the nationally and internationally attractive master's degree programs, both taken immediately after graduation and as part of continuing education); and the creation of new mobility options from and to those universities lying in areas of the world where UR is currently less well represented in cooperation agreements.

International doctoral candidates at UR

The Faculty of Medicine leads the UR doctoral statistics, followed by Chemistry and Pharmacy, then Biology and Pre-Clinical Medicine, Physics, Law and Business, Economics, and Management Information Systems. The proportional of international doctoral candidate completing their doctorates has lain between 9% and 12% for the university overall since 2012. The Faculty of Biology and Pre-Clinical Medicine is above average, and until recently the Faculty of Chemistry and Pharmacy. In the area of the humanities and social sciences, the Faculty of Law has had a higher than average proportion over an extended period, and recently the Faculties of Catholic Theology and of Philosophy, Art History, History, and Humanities has had positive results.¹¹

UR doctoral statistics by faculty (Completed doctorates in the academic year / completed doctorates of international candidates)																						
	Cath. Theo.	Law	Econ.	Medicine	Hum. Sci.	Phil., Art, Hist., Hum.	Lang., Lit., Cult.	Math	Physics	Bio.	Chem/ Pharm	FIDS										
	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int	int
2010		45	3	24	1	160	11	8	3	25	3	15	3	5	1	21	3	54	6	67	12	
2011	1	35	8	20	1	179	3	9	1	15	1	12	3		21	2	42	6	60	7		
2012	1	36	6	35	2	172	7	12	2	7	1	8	4		23	3	43	8	50	7		
2013	2	44	7	22	3	170	10	11		20	6	14	2	4	24	3	42	9	47	7		
2014	3	2	36	3	28	3	179	7	17	2	20	1	21	4	9	2	23	46	7	58	12	
2015	2	46	5	26		181	15	14		16	3	19	13	1	26	5	42	5	42	6		
2016	3	2	32	6	16	2	202	12	16		17	1	20	8	2	21	1	40	6	64	9	
2017	6	30	2	28	4	186	11	14		22	4	13	1	8	2	21	5	34	5	52	10	
2018	3	21	3	26		194	6	7		18	1	16	1	4		40		33	9	48	8	
2019	1	1	26	2	26	1	209	15	10		20	5	21	1	13		27	1	31	10	54	6
2020	7	2	25	1	17	1	271	15	9		16	3	14	8	1	23	1	39	9	60	3	
2021	2	2	20	3	22	3	259	18	8		21	9	6	7	1	31	2	35	9	51	3	
Overall	31	9	396	49	290	21	2362	130	217	8	135	38	179	12	86	10	302	26	481	89	653	90
%		29.03		12.3		7.24		5.5%		3.6		28.14		6.7		11.6		8.6		18.5		13.8

Fig. 5: Proportion of international doctoral candidates by faculty (UR doctoral statistics)

Due to the number of structured international doctoral programs of various types (DFG research training groups, doctoral research groups, graduate schools etc.), particularly in the faculties with the most doctorates, the proportion of international doctoral candidates could be higher.

International professors and members of staff at UR

According to HSI-Monitor, the internationality of the university staff has grown over the last 10 years: this is particularly noticeable for academic staff of status "wissenschaftlicher Mitarbeiter", the proportion of these with non-German nationality growing from about 11% to nearly 15%. A similar rise can be seen for non-academic and support staff. The proportion of international professors remained steady at about 8% during this period, although we can expect positive results from the most recent appointments.¹²

¹¹ The low number of doctorates in the Faculty of Catholic Theology distorts the picture.

¹² The data on professors and non-academic and service staff come from UR's personnel statistics. This data for non-academic and service staff has only been collected since 2020. The data for academic staff comes from the HSI-Monitor; we do not yet have the data for 2022.

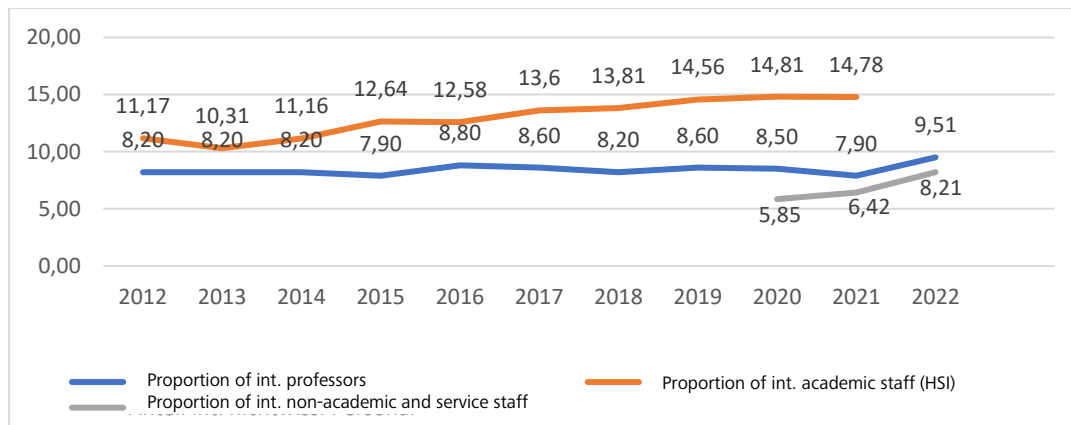


Fig. 6: International personnel at UR (UR personnel statistics / HSI-Monitor)

Currently, the proportion of international professors at UR is particularly high in the subject groups art/art theory and mathematics/natural sciences (as defined by Destatis). While the first part may be due to the distortion caused by there only being a few professors in this subject group¹³, mathematics and the other natural sciences show a particular openness to internationalization in research and teaching.

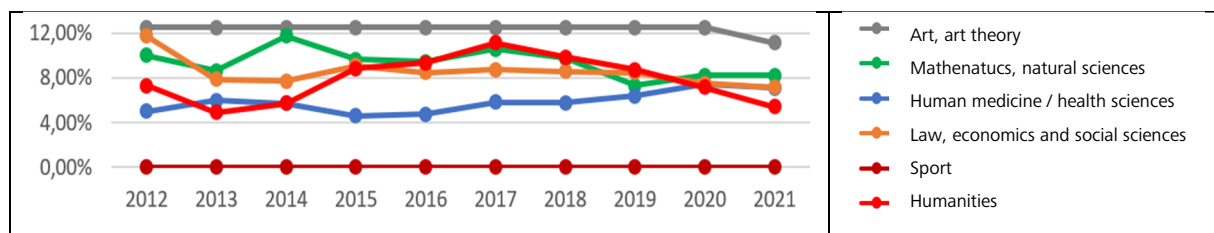


Fig. 7: Proportion of international professors according to subject group (HSI-Monitor)

We expect intensified international job advertisements, in particular for professors; highlighting the possibilities to hold courses in English where suitable; and the development of university-wide international marketing, to have a positive effect on the proportion of international professors and academic staff, but also on the proportion of international non-academic and support staff. The internationalization of the group of professors at UR should be supported in future with intensified scouting of potential international candidates for appointment and by increasing the number of tenure track appointments. This is because making the personnel structures more flexible via this internationally compatible career option can increase the attractiveness of Universität Regensburg for younger academics and those who are more independent at an earlier stage.

International guest scholars at UR

The position of Universität Regensburg as a renowned and attractive partner institution in academic exchange is reflected, in particular, in the considerable number of guest scholars (about 300) who arrive each academic year. These stays are financed by a number of programs, from both external

¹³ Thus, the subject groups "art/art theory" (including fine arts, art history, and music education and theory), and "sport" together have less than ten professors at UR. The other subject groups, on the other hand, each have between 70 and 100 professors.

sources (like the Alexander von Humboldt Foundation, the Bavarian Ministry of Science and Art, the DAAD, the DFG etc.) and the universities own sources. Similarly, foundations related to UR, such as the University Foundation Hans Vielberth, support events at the university which serve international academic exchange.

UR uses the Bavarian Ministry for Science's program for the recruitment of international visiting professors extensively.

Since the summer semester 2016, the university's own International Presidential Visiting Scholar Fellowship (IPVSF) has enabled short term research and teaching stays at UR.

UR is also active in call for proposals for at-risk academics from the DAAD (Hilde Domin Programme), the Alexander von Humboldt Foundation (Philipp Schwartz Initiative) and the Volkswagen Foundation.

As raising the number of Alexander von Humboldt scholarship holders and prizewinners was one of the aims of the internationalization strategy from 2021, this group has received particular attention over the last years.

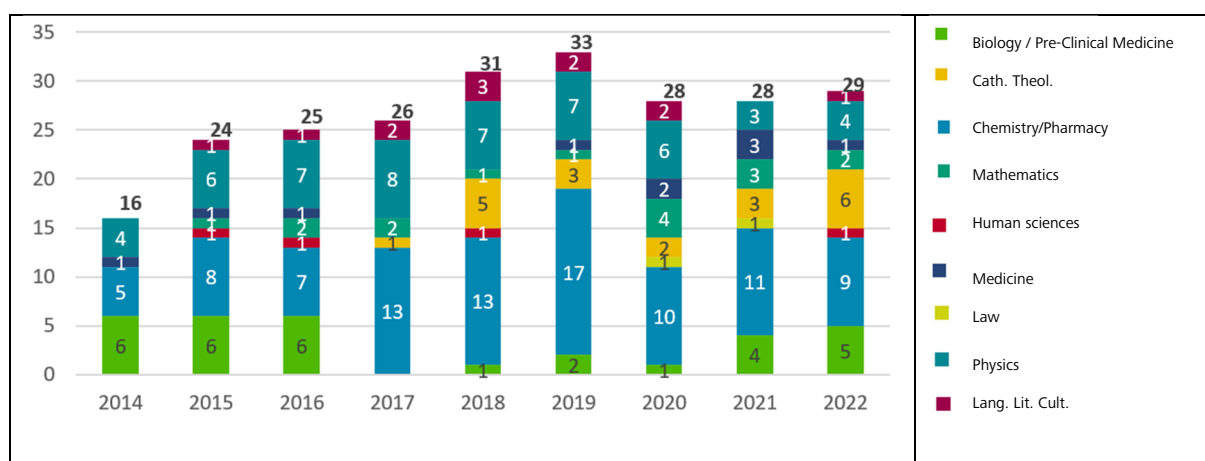


Fig. 8: Alexander von Humboldt scholarship holders and prizewinners December 2014-2022 (UR internal statistics)

Despite the overall trend being positive, which has seen UR rise from 24th to 15th in the AvH ranking, further progress is desirable. A survey of guests carried out in 2020 made us aware that the possibilities for active recruitment can be used more effectively. In addition, it is clear that consideration of the wider university environment is rare (and not compulsory) when planning the stays, which does not sufficiently utilize the opportunities for interdisciplinary communication. The university, its welcome and family service, and the culture and scenery in the city and region were unanimously evaluated positively.

Alongside these forms of collaboration, which are organized as part of programs, there is also an abundance of informal, individual relationships where ideas and knowledge are exchanged. Not all the visiting scholars speak to the Welcome Center, as their own knowledge of the area or acquaintances offer alternative sources of information. The figure showing the data from the Welcome Center on the origin of international guest scholars must be seen with this proviso:

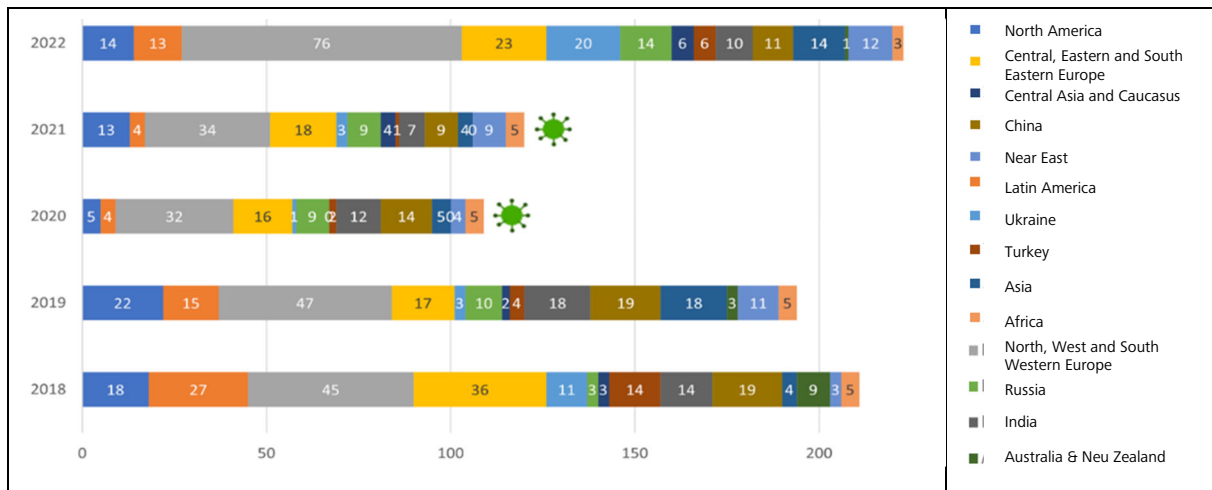


Fig. 9: Origin of international guest scholars (UR internal statistics 2018-2022)

There is a preponderance of stays by European and North American colleagues, which is particularly connected to the geographical proximity, well-developed support formats and the location of top international universities in both continents. Further diversification of international contact should incorporate the perspectives of academics from under-represented regions at UR both in research and in teaching.

In working towards increasing the number of international guest scholars, the funding provided by the university should be secured, and the raising of third-party funds intensified. The support provided by the administration division External Funding, Research Support and the International Office should continue. In addition, the efforts to gain Alexander von Humboldt professorships for Universität Regensburg should be reinforced, and active recruiting (in particular of female academics) and the participation of all faculties should be promoted.

As of 2023, the international guesthouse is providing new and improved accommodation options for international guest scholars. Optimization of the individual problematic meeting and conference possibilities should also be sought, insofar as this is within the purview of UR.

Measures to increase the international attractiveness of UR

- Reinforcing the international orientation of student marketing (with a particular focus on the nationally and internationally attractive master's degree programs, both taken immediately after graduation and as part of continuing education) and development of new internationally oriented university-wide marketing
- Building up the visibility of UR in the university rankings
- Increased scouting of international candidates
- Endowing job advertisements with international perspective
- Extended internal programs for financing stays of guest scholars
- Strengthening infrastructure for international conferences
- Starting operation of the international guesthouse

3. Internationalization of the campus

Universität Regensburg is developing its campus even further as a place of international interaction, in accordance with the recommendations of the German Science and Humanities Council on the internationalization of universities¹⁴.

Multilingualism as a competency

Not only is being multilingual of great value for each individual concerned, but when widespread it has a great effect on the internationalization of the campus, not least on the creation of a welcoming culture. In accordance with the profile required by an international university, at UR, alongside the full programs which are relevant here, courses are available for all students who want to improve their foreign language skills alongside their studies, to be able to communicate generally or on specialist subjects. On the other hand, there are German language courses of all levels for international students both to prepare for their studies, or to accompany them. An extra incentive here is maintaining the link between UR alumni and the region, and their remaining to work professionally in it. These courses are complemented by special English courses and language coaching, which the ZSK uses to address further target groups within the university.

English as a second lingua franca on campus

Furthermore, to create an international campus, the incentive to introduce English as a second lingua franca on campus has significantly increased over the last few years, and this has been made binding by the document 'Internationalization@UR. Organizational structures, processes, measures'. Measures such as the translation of websites, information material, administrative documents and forms, signage on campus etc. should ease orientation and communication on campus for international members and guests, and generally encourage mobility.

Creating internationalization concepts in all faculties and central units

The creation of internationalization concepts in all faculties and central units plays a key role in extending the understanding of UR as a place of international interaction. The writing of such concepts serves the contemplation of successes, aspirations, and places where action is needed in the area internationalization, just as this Internationalization Strategy has done. By the naming of aims and measures, the directions of developments are outlined and concepts made evaluable. Looking to the future, the faculty's strategic considerations made thus in parallel should also empower the Internationalization Committee to work as a place of "institutional learning" by sharing good practice.

¹⁴ German Science and Humanities Council: Recommendations on the Internationalisation of Universities and Universities of Applied Sciences, Cologne 2018. Executive summary in English: https://www.wissenschaftsrat.de/download/archiv/7118-18_Summary.pdf?__blob=publicationFile&v=4 ; full version in German: <https://www.wissenschaftsrat.de/download/archiv/7118-18.html>

Internationalization of non-academic and support infrastructures

The continuing change in the academic system; the new tasks involved with that to strengthen the whole university's competitive activity; and the shifting needs of academics, teaching staff and students for strategic, administrative, and organizational support require an administration which does justice to the challenges and options of internationalization.

As internationalization processes need to take into account every area and target group, these processes and the staff in non-academic and support areas need to be drawn in more tightly to be able to establish an international institutional awareness across the university. Alongside the provision of administrative information and documents in English mentioned above, the upgrading of digital instruments and processes in the areas acquiring, advising and administrative support of international students, the non-academic and support staff are thus also and more intensively to be recruited for language courses, training and mobility, and international applicants to be addressed as a target group.

A welcoming international culture and campus

Different university services, such as the Welcome Center are effective in making international guests and members of UR feel part of our university community from the day of their arrival. The variety of cultural and sporting events and courses on campus make an important contribution to the university community. The same also applies to the community engagement of the members of UR. In the area of internationalization, this applies particularly to commitment and advocacy for persons seeking refuge. It manifests itself at an institutional level with participation in programs supporting refugees who are students (e.g. the DAAD programs "Integra" and "Welcome") and (early-career) academics (e.g. the Hilde Domin Programme from the DAAD and the Philipp Schwartz Initiative from the Alexander von Humboldt Foundation), but it also manifests itself in the activities initiated and sustained by students and academics themselves such as Campus Asyl (since 2014) and the Refugee Law Clinic (since 2015).

Lastly, due to world politics and demographic developments, the number of persons arriving in Regensburg not explicitly for study, but rather for migratory reasons (seeking refuge or work, family reasons), is increasing significantly. Universität Regensburg understands its responsibility here: academics work with colleagues from the OTH Regensburg in the "Science Network Migration and Integration", among other reasons, to raise the profile of these topics within the universities' research and teaching. Since 2019, the interdisciplinary additional qualification in "Migration and Education" has been offered at UR. The following are also imperative:

- highly-differentiated advice from the IO (as regards orientation of studies, transfer credits, language acquisition);

- improved preparation in the faculties (orientation events, support for those starting their studies and monitoring students' success, introductory courses, in the sense of general diversity work); and
- closer networking, for example with qualification services (e.g. the Migranet IQ network).

Marketing

In the interests of improving international visibility and competitiveness, the endeavors in, among other fields, the areas student marketing and research marketing are to be enhanced like the participation in international rankings. In addition, two groups should be relied upon, each of which having great potential as multipliers: Ways should be found to utilize students returning from international study in supporting international students and in advertising for international mobility. Furthermore, international UR alumni and previous guest scholars should be involved in communication and marketing in this context.

Measures towards the internationalization of the campus

- Establishing English as a second lingua franca on campus
- Extending the understanding of UR as a place of international interaction by the creation of internationalization concepts at all levels of the university
- Extending the involvement of all status groups in language courses, training and mobility programs
- Supporting a lived welcoming culture, an international campus culture and social engagement
- Extending international marketing, communication and ranking work

4. Internationalization of the curricula

Alongside mobility stimulus (see chapter 5 for more detail), and connected with it, internationalization of the curricula is one of the most important instruments for the internationalization of the university. The internationalization strategy 2012 set out to improve the position of UR on the international education market and create better chances for students on the global labor market by internationalizing teaching. It set the aims of increasing the range of double degree programs and increasing the range of courses taught in English. UR set out further essential components for incoming and outgoing mobility in the document "Internationalization@UR. Organizational structures, processes, measures" in 2021.

Recognition processes / compatibility with the Erasmus Charter 2021-2027

In order to bring the cooperation of faculties with the International Office up to the level of the Erasmus Charter for Higher Education (ECHE) 2021-2027, in particular in the area of student mobility; to cement knowledge around the new standards; and to improve the organization of contact persons for internationalization in the faculties, the UR Internationalization Guidelines were superseded by "Internationalization@UR". In accordance with the quality criteria¹⁵ for recognition processes defined in the German Rectors' Conference's project MODUS, UR belongs to the "heterogeneity-sensitive universities". In the course of the digitalization of the ERASMUS programs (including learning agreements), recognition is currently being made as standardized, digital and transparent as possible. This removes the barriers to recognition and makes student mobility more attractive.

Adding to the range of international, English-language, and double degree programs

As an international university, UR is pursuing the implementation of subject-specific, transnational and transcultural dimensions and global perspectives as far as possible in all programs. It encourages corresponding steps in building new programs and evaluating existing programs, and honors special engagement in the internationalization of the teaching offered. There are already 18 master's programs which are oriented internationally in specific ways¹⁶, 12 of which are taught (partly) in the English language:

¹⁵ German Rectors' Conference: Anerkennung und Anrechnung: Herausforderungen und Perspektiven Ergebnisse aus der Zukunftswerkstatt, Bonn 2022 (https://www.hrk-modus.de/media/redaktion/Downloads/Publikationen/MODUS/Ergebnisse_der_ZW_Qualitaetskriterien_WEB_25_05_22.pdf).

¹⁶ According to the Higher Education Compass (operated by the HRK, 2023), "One of the most distinctive features of international degree programmes is that they involve a significant amount of compulsory lectures and courses taught in a foreign language, but the language itself is not the focus of academic study for the programme. Other characteristics of these programmes are the award of an international dual degree in conjunction with a higher education institution abroad, or a compulsory period of study or work in another country for a minimum of two semesters." (<https://www.hochschulkompass.de/en/degree-programmes/all-about-studying-in-germany/forms-of-study/international-programmes.html>). This list includes programs characterized by specialist study in a foreign language or the content or thematic focus being internationally orientated.

International master's degree programs		
Established	Program	Language of instruction
2002	East-West Studies M.A.	German / language of destination
2004	Interdisciplinary Elite Program Eastern European Studies M.A. (with LMU)	German
2004	Complex Condensed Materials and Soft Matter, M.Sc. (double degree)	German/English
2012	British Studies, M.A.	English
2012	English Linguistics, M.A.	English
2012	European-American Studies, M.A.	English
2012	Slavic Languages and Literature, M.A.	German / Slavic language
2012	Finnish-German Master's Programme in Education, M.A. (double degree)	German / English
2013	Computational Science, M.Sc.	English
2013	Intercultural European Studies, M.A. (double degree)	German / Romance languages
2014	Mathematics, M.Sc. (with double degree option: ALgebra, Geometry And Number Theory, M.Sc.)	English English
2016	Advanced Synthesis and Catalysis (SYNCAT), M.Sc.	English
2016	Physics, M.Sc.	English
2017	Area Studies: Romance Cultures, M.A.	German / Romance languages
2018	International Master's Biology, M.Sc.	English
2019	European Studies, M.A.	English
2019	Multilingualism and Regionality, M.A.	German
2023	<i>Economics, M.Sc.</i>	<i>English</i>
2023	<i>Ecology, Evolution and Conservation, M.Sc. (planned for WS 2023/24)</i>	<i>English</i>

Looking at the development of master's programs, we can see that a large proportion of UR faculties offer international programs or are at least involved in this by the provision of individual courses. Further master's programs are still in the planning stage. These show that this is to be supported further, for example by the sharing of best practice and drafting guidelines on establishing international degree programs.

While the aim of building up international degree programs which was included in the Internationalization Strategy 2012 has been well satisfied for master's programs, there is still potential for expansion in double degree bachelor's programs:

Double degree bachelor's programs (as of January 2023)	
2002	German-French Studies, B.A.
2005	German-Czech Studies, B.A.
2005	German-Italian Studies, B.A.
2005	German-Spanish Studies, B.A.
2010	Transatlantic Dual Bachelor's Degree in Chemistry, B.Sc. (discontinued in 2014)
2012	German-Polish Studies, B.A.
2016	Interdisciplinary German-Russian Studies, B.A. (being wound up)

The national comparison of double degree programs (by HSI-Monitor) has placed UR in the leading group of its cluster in for the number of double degree programs it offers for many years now. The

establishment of various successful international teaching collaborations in the early 2000s resulted here in a stable positioning in the cluster. A similar consolidation can be seen in the proportion of bachelor's programs which are international at UR being in the top 25%. The proportion of degree programs which are international makes clear that the other universities in the cluster have caught up and UR is now placed in the middle.

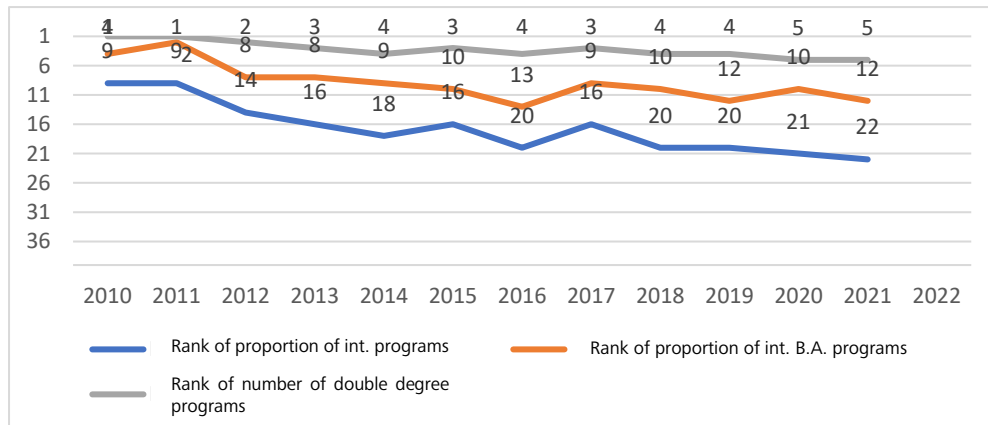


Fig. 10: Number of international degree programs - positioning of UR in the cluster "middle-sized universities" (HSI-monitor)

(International) students in international programs

Despite the substantial buildup of international programs, it should be noted that the effects explicitly hoped for in the Internationalization Strategy of 2012, namely raising the proportion of international students at UR, has not taken place. One reason is the state examination programs which are more difficult to internationalize. Instead of the desired effect, we often see a redistribution of students within disciplines.

To complement the planned guidelines on establishing international degree programs, the target groups of those interested in becoming *international* students, and *international* students taking up their studies need to be considered particularly, when taking steps as a university on improving the phases of making the decision to study, applying, and taking up one's studies. Furthermore, they need to always be taken into account during the implementation of online self-assessment or application tools. More intensive consideration should also be made into introducing entry programs in particularly relevant areas.

Incentives for increasing the range of courses taught in English

UR promotes a visible range of courses offered in English, because this is particularly relevant to being attractive as an international partner university, and to shaping an international teaching and learning environment for students and teaching staff. Over the last few years, this has been pushed forward not only by communicative efforts, but also by various incentive schemes, highlighting the significance of a wide range of courses offered in English. The demand for a range of courses offered in English cutting through programs and faculties has increased in the context of academic exchange. Due to this, the Executive Board has allocated funds for teaching contracts since 2018-

19 for the area German, European and Global Studies. In the summer semester 2022 and winter semester 2022-23, a further project, initially a pilot, is focusing on building up and extending the range of courses available in English in the core curricula. This incentive scheme should be evaluated, and discussions held on its continuation (possibly in an amended form), and incentives should be channeled to areas with larger demand.

Virtual exchange / digital classrooms

Finally, classical lessons should be reinforced with hybrid and digital formats, where this is sensible and possible. Digital teaching has particular potential in the international context: it enables simple connection to other academic perspectives and international / transcultural components in the teaching / learning environment and networking with international students and members of the teaching staff in "international classrooms".¹⁷ Where someone has been granted admission in principle, a digital entry program can also be used, for example to deal with delays in applications for visas. In addition, digital teaching eases the collection of international experience, in particular for those students for whom international mobility is not possible due to, for example, financial reasons, family obligations or physical disability.¹⁸

Virtual courses are in demand in all formats, such as

- online courses with low entry thresholds (summer schools, language courses, gaining micro-credentials, which awake students' interest in other courses);
- joint (hybrid / fully) digital teaching (programs, modules, individual courses, projects);
- taking digital exams at UR during an exchange program;
- inviting digital researchers and teachers to virtual spaces; and
- virtual participation at academic talks, conferences etc.

Making digital formats available for (selected) international partners give the potential of raising the attractiveness of the university when competing for international students, strategic partners and membership in (EUI) consortia, in particular because one must create the relevant courses or at least concrete plans for them vis-à-vis (potential) partners. Complementing in-person teaching with digital formats is an important instrument of internationalization. The necessary discussions at UR are ongoing. The chances and advantages of increased openness compared with the digital formats named above, not only from the point of view of internationalization, should, however, be communicated further in the relevant processes.

Intercultural and transcultural competency

UR imparts transcultural competence, for example, through the certificate International Competence, set up (in 2001) with the OTH, the freely combinable minor Intercultural Studies I and

¹⁷ German Science and Humanities Council: Recommendations on the Internationalisation of Universities and Universities of Applied Sciences, Cologne 2018. p. 57 (In German, <https://www.wissenschaftsrat.de/download/archiv/7118-18.html>).

¹⁸ German Science and Humanities Council: Empfehlungen zur Digitalisierung in Lehre und Studium, Köln 2022, p. 84 (<https://www.wissenschaftsrat.de/download/2022/9848-22.html>).

II (since 2007), and the supplementary studies Intercultural Rhetorical Competence and supplementary qualification "UR Teacher Training International" (since 2017).

Measures in the area study and teaching

- Demand-oriented building up the range of courses offered in English and other languages for exchange students to a total of 60 CP per semester. Where bachelor's and master's programs correspond, there should be at least 20 CP at the bachelor's level, 20 CP at the master's level and 20 CP for free modules.
- Harmonization and digitalization of recognition procedures
- Redrafting the description of the procedure for recognizing credits in accordance with the Internationalization Guidelines "Internationalization@UR".
- Focusing on the target groups international students and those applying to study in university-wide measures to improve the phases of making the decision to study, applying, and taking up one's studies
- Implementation of online self-assessment or application tools to aid orientation on the requirements of programs
- Developing a university-wide uniform application tool for master's programs, available in the English language
- Introducing entry programs
- Implementing an "early warning system" for when students are in danger of failing
- Creating guidelines for establishing international degree programs
- Supporting the conception and realization of double degree programs
- Promoting the understanding of the digitalization of teaching as an important tool for internationalization

5) Mobility options for all members of the university

The take up of (wherever possible climate neutral) mobility options and the broadening of the horizon this brings for all members of the university is an essential component of internationalization. Analogously to the programs enabling international students, researchers, teaching staff and non-academic and support staff to come to UR, there are a number of mobility and support programs for outgoing persons from Regensburg. This includes programs from external organizations, university foundations and UR programs.

Alongside regular participation in the DAAD's and EU's programs and calls for proposals, UR has put a great deal of effort into systematically extending its own palette of mobility support for all status groups. This can be seen, for example, in the extension of the range of study places and internship/teaching practice places for teaching students, international mobility stipends for early career academics and the "Stella for Staff" program for non-academic and support staff as part of membership in the Compostela Group of Universities.

The HSI-Monitor, which only collects Erasmus+ mobility data, shows the following picture:

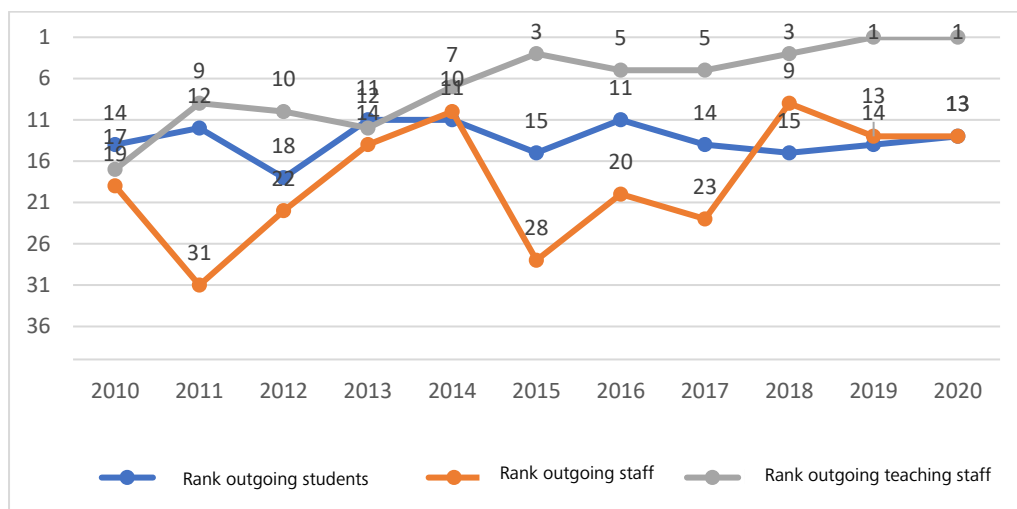


Fig. 11: Erasmus mobility (outgoing) - positioning of UR in the cluster "middle-sized universities" (HSI-Monitor)

The proportion of UR students and of non-academic and support staff participating in the Erasmus+ program is in the top third within the relevant cluster. While this has remained fairly constant for students over the last few years, staff mobility has seen greater changes. The Erasmus mobility of teaching staff has climbed over the years, and UR recently rose to first place.

Development of student mobility (outgoing)

The figures for student mobility show success, they fluctuate, however between 600 and 700 outgoing students each academic year due to the way programs are configured, and this level is still too low.

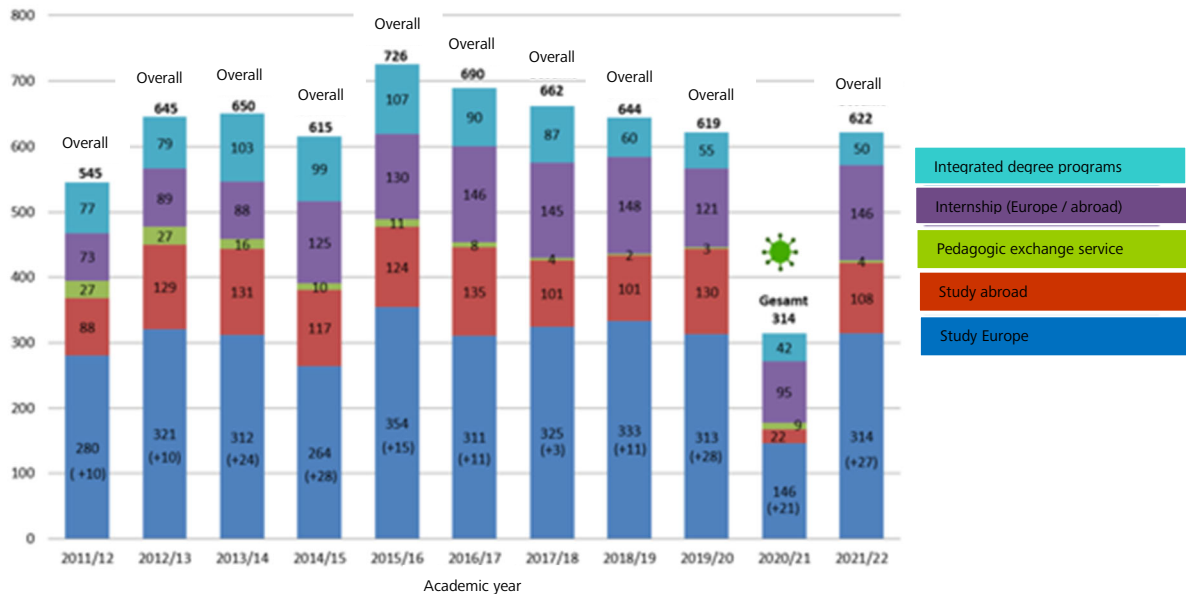


Fig. 12: Student mobility (outgoing) (UR International Office)

Alongside the possibilities for financial support, taking into account mobility windows in the structure of programs and the implementation of free elective area to increase the options for course recognition are important conditions for student mobility. To ensure the transparency of the organization of international student mobility, especially in the selection and recognition processes, the document "Internationalization at Home" included a description of the process, including the responsibilities and contact persons in case of conflict, problems, or discrimination.

In view of the limitations and challenges mentioned above for the internationalization of the state examination programs, controlled, as they are, externally, the International Office has been involved with the projects "EXITE" (Experiencing International Teacher Education) and "EXITE2" since 2015 as part of the joint quality offensive for teacher training "KOLEG" and "KOLEG2" supported by the federal and state governments. The project facilitates universities' development and realization of innovative concepts and structures for the education of teachers. The IO focused on the support and stimulus for mobility for teacher training students.

Alongside intensive communication and promotion of these mobility options, and the introduction of the supplementary qualification "UR International Teacher Training Program" (cf. section 4, "Internationalization of the curricula"), EXITE2 contributed to disseminating the personal and professional benefits of international mobility.

Development of the mobility of teaching staff (outgoing)

That UR has achieved the top position in the HSI ranking for the proportion of academics participating in teacher mobility (within the Erasmus+ program) results not least from the fact that the number of internationally mobile members of the teaching staff has gradually increased over the years, with this increase only halted by the pandemic. The graph shows two of the many other mobility sponsors for which we have statistical data.

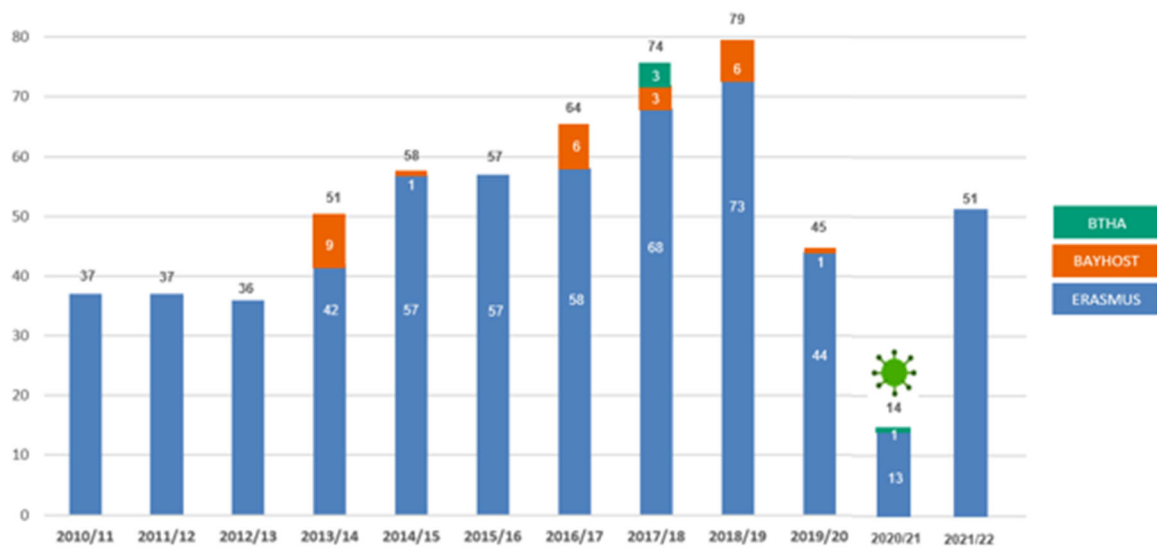


Fig. 13: Mobility of teaching staff (outgoing, Europe) (UR International Office)

Development of staff mobility (ERASMUS)

There has been a positive trend in the mobility of non-academic and service staff. The pandemic year demonstrated that staff were open to the recourse of international exchange conducted as virtual mobility. Nevertheless, the mobility of this group, which is the second largest after students, can be improved.

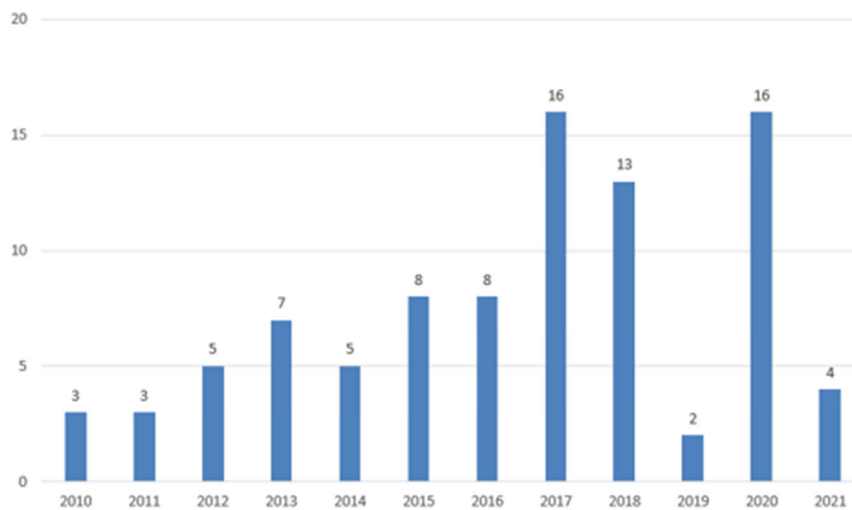


Fig. 14: Mobility of non-academic and service staff (outgoing, Europe) (UR International Office)

Using international mobility formats such as job shadowing, workshops, seminars at, among others, UR partner universities, UR offers great potential for every member of the non-academic and service staff.

Measures to strengthen international mobility

Mobility options should be decisively pushed for all target groups, and the diversity of mobility programs intensified and communicated widely.

- Establishing mobility windows and building up recognition options
- Communicating mobility options to all target groups at the university
- Supporting international exchange for student sport, music and theater groups

6) UR international

Universität Regensburg in 2023 is an attractive academic location, exhibiting excellent quality research and teaching, and embodying openness and hospitality and a decidedly international profile.

This internationalization strategy, "UR international - 2023-2027", outlines the development of this profile, and our essential strategic positioning and orientation, but also sets out shortcomings and where we can improve. On top of this, it expounds measures which should contribute to the further development and increasing intensity of internationalization at UR over the coming years.

The goals to increase the international attractiveness and visibility of UR, to build academic collaboration and mobility options for all members of the university, and to strengthen the university in its diversity as an international campus and transnational hub were set out at the start and are contained in the University Development Plan 2025. In order to achieve these goals, it is necessary to put several processes into action in parallel. These processes are put down in a structured way via the insights in this document and are to build UR's strategy, profile and networking.

Forming strategy for internationalization allows the creation the overall university strategy presented here; it is complemented by the faculties' internationalization concepts, the University Library's concept and that of the Computer Center. A basic requirement for the success of the aims and measures set out here is the understanding of internationalization as a prerequisite and framework for excellence in research and teaching, and as a cross sectional issue, necessary for developing for the future and stretching across all areas and persons at the university.

The aims and measures, particularly those set out in the first chapter, focus on processes of **network building**. This is based on the conviction that international networks and contact are of incalculable value to academic work overall, and, at the same time, an enrichment of the individuals' professional personal development. Thus we will work towards not only developing and expanding existing strategic partnerships, but also establishing intensive and sustainable new strategic partnerships. These steps should ensure that the possibilities for diverse international cooperation in research, teaching, transfer and campus culture, and also for mobility options grow for all members of the university.

The essential process of **cultivating UR's profile**, is described in the context of Internationalization@home. This on the one hand, includes aims and measures to increase the attractiveness and visibility of UR for international students, professors, early-career academics and both academic, and non-academic and support staff. On the other, measures on internationalization of the campus and curricula, alongside enabling mobility, help to establish and strengthen the international atmosphere and welcoming culture for all members and visitors to our campus to experience.

The aims and measures given are diverse, and they are distributed across all fields of the university's activity. With regard to this breadth and the potential for the improvement and optimization of internationalization which has been shown, the processes outlined here require the engagement of all faculties, institutions and units, and all status groups and members of the university.

Our university has shown many positive developments over the previous years. This includes a range of successes in research, teaching and transfer, but also, as shown in this document, in internationalization. On top of this, the members of our university have dealt outstandingly with the extraordinarily challenging years of the pandemic and war in Ukraine, displaying willingness to change, and a marked culture of solidarity and welcome. This shows what our university community is capable of.

We will continue to provide impetus, solutions and orientation to master the global challenges of the 21st century.

7) Quality management, coming into force and period of validity

As part of quality management, Universität Regensburg undertakes to continually review the effectiveness and efficiency of all internationalization measures, and keep them optimized. Where necessary, new targets will be set, and measures developed.

This concept come into effect by resolution of the Executive Board. The period of validity is initially until December 31, 2027. The strategy will be evaluated and updated in 2027.

Issued on the basis of the decision of the Executive Board of Universität Regensburg from June 19, 2023.

Regensburg, June 19, 2023

Universität Regensburg

– President –

Prof. Dr. Udo Hebel

Overview of measures and areas of action

Governance	<ul style="list-style-type: none"> ➤ Future extension of the role of Faculty Representatives for International Affairs ➤ Setting up a wide-ranging 'Think Tank Internationalization' with the aim of improved communication in questions of internationalization, and improving international awareness
Monitoring	<ul style="list-style-type: none"> ➤ Agreement on a set of basic key figures for internationality ➤ Internationalization data to be concentrated and made uniform with the aim of a basic data set being constantly available for internal management
Cooperation	<ul style="list-style-type: none"> ➤ Extension and development of the existing network of cooperation and partnerships to enable diverse forms of collaboration in research, teaching, and transfer ➤ Establishment of sustainable, global strategic partnerships and networks
Research	<ul style="list-style-type: none"> ➤ Support for the maintenance and extension of diverse research alliances and cooperation
International attractiveness of UR	<ul style="list-style-type: none"> ➤ Reinforcing the international orientation of student marketing (with a particular focus on the nationally and internationally attractive master's degree programs, both taken immediately after graduation and as part of continuing education) and development of new internationally oriented university-wide marketing ➤ Building up the visibility of UR in the university rankings ➤ Increased scouting of international candidates ➤ Endowing job advertisements with international perspective ➤ Extended internal programs for financing stays of guest scholars ➤ Strengthening infrastructure for international conferences ➤ Starting operation of the international guesthouse
Campus	<ul style="list-style-type: none"> ➤ Establishing English as a second lingua franca on campus ➤ Extending the understanding of UR as a place of international interaction by the creation of internationalization concepts at all levels of the university ➤ Extending the involvement of all status groups in language courses, training and mobility programs ➤ Supporting a lived welcoming culture, an international campus culture and social engagement ➤ Extending international marketing, communication and ranking work
Curricula	<ul style="list-style-type: none"> ➤ Building up the range of courses offered in English and other languages ➤ Harmonization and digitalization of recognition procedures ➤ Redrafting the description of the procedure for recognizing credits in accordance with the Internationalization Guidelines "Internationalization@UR" ➤ Focusing on the target groups international students and those applying to study in university-wide measures to improve the phases of making the decision to study, applying, and taking up one's studies ➤ Implementation of online self-assessment or application tools to aid orientation on the requirements of programs ➤ Developing a university-wide uniform application tool for master's programs, available in the English language ➤ Introducing entry programs ➤ Implementing an "early warning system" for when students are in danger of failing ➤ Creating guidelines for establishing international degree programs ➤ Supporting the conception and realization of double degree programs ➤ Promoting the understanding of the digitalization of teaching as an important tool for internationalization
Mobility	<ul style="list-style-type: none"> ➤ Establishing mobility windows and building up recognition options ➤ Communicating mobility options to all target groups at the university ➤ Supporting international exchange for student sport, music and theater groups