



Carl von Ossietzky University of Oldenburg

## **INTERNATIONAL CAMPUS OLDENBURG**

INTERNATIONALISATION STRATEGY

for the establishment of an attractive research and study location

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## INTRODUCTION

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“Open to New Approaches” – our University motto underpins the entire internationalisation process as a binding standard. The key aims of our internationalisation strategy are to further enhance the international competitiveness of the University of Oldenburg in order to make the University more attractive to international researchers and students, and at the same time to provide a cosmopolitan campus and opportunities for international networking for all University members and international guests. The University of Oldenburg is an outward-looking institution where people from more than 110 countries study, teach and conduct research. This strategy aims to bring together the various activities that already exist on every level in order to promote the University’s targeted and sustainable internationalisation and help make it an internationally attractive location for research and study.

The internationalisation strategy strongly reflects the University's profile. The University of Oldenburg is a young, regionally anchored university with over 12,000 students, which since its foundation in 1973 has helped to provide economic and cultural stimulus to Germany's North-West region. Our aim is to continue to build on our top performances in research and the attractive conditions for studying and teaching. The foundations for this have already been laid – through internationally visible and interdisciplinary research, the targeted promotion of young researchers, research-oriented teaching characterised by interdisciplinarity and intense supervision, as well as a top national ranking in teacher training and education. And with the “European Medical School Oldenburg-Groningen”, a joint German-Dutch project, Oldenburg University now offers Germany's first ever cross-border course for medical education. Raising the University of Oldenburg's profile on a national and international level has been achieved by bundling outstanding interdisciplinary research – in neurosensorics, with its thriving hearing research (Cluster of Excellence Hearing4all) within Germany’s Excellence Initiative for the Promotion of Outstanding Research at German Universities, in computer science, particularly in the field of safety-critical systems, in marine research, biodiversity, renewable energy research, environmental sciences, and education research – and complementing this with courses of study with an international outlook. As a result, Oldenburg University's international visibility and networks in the areas of research and teaching have steadily increased in recent years, and will be consistently developed in the years to come.

This strategy paper defines the framework for Oldenburg University's process of internationalisation through to 2025. It is the combined result of the self-evaluation reports compiled by all faculties on the current state of internationalisation and a comprehensive, two-year process involving University-internal discussions and consultations. All levels of the University (faculties, administration and management) were involved in the process. This

strategy paper provides an overview of the planned objectives and measures for the coming years that, as the process develops, will be complemented by working plans and implemented in working groups. It provides the framework for content to be provided by the faculties and University institutions as the process continues. A top-down strategy alone cannot advance the internationalisation of Oldenburg University; the initiatives of individual academics and University members are key for this process. These initiatives are brought together and coordinated by the University management within the framework of the strategy to form an overarching concept in which responsibility is shouldered by all parties, according to a bottom-up principle. Transparent management structures with clear assignments and responsibilities are an essential basis for the ongoing process.

Naturally, the process of internationalisation will be influenced and shaped by the specific needs of and conditions in the individual faculties, institutes, and disciplines. This strategy paper neither limits the range of these activities nor does it oblige all participants to commit to the same measures and activities. Instead, it reconciles individual measures with the strategic objectives of the University, at the same time acknowledging that individual concepts and solutions are the key to success. In smaller disciplines, for example, or those in which the process of internationalisation is still at an early stage, priority will be given to different strategic steps than in disciplines that are already very active internationally. Furthermore, the principle of “Quality before Quantity” is at the forefront of the initiative as a whole. This means that the quality of international teaching courses, as well as of research collaborations geared towards the individual profile of the University, the specific needs of the students (a high percentage of first-generation students and students training to be teachers) and academics, and also towards the local and regional environment, must take priority over the purely quantitative expansion of mobility figures and co-operation agreements.

Internationalisation is a driving force in the ongoing development of the quality of university studies, teaching, research and the promotion of early career researchers. The internationalisation strategy is therefore integral to the University of Oldenburg's strategic planning, from which it draws support and fresh impetus, and plays a key role in positioning the University in the global competition in teaching and research.

## 01 INTERNATIONAL CAMPUS

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In recent years, the internationalisation of Oldenburg University has become increasingly important, with the focus not only on individual faculties and institutes or the University's internationalisation units, but on the University as a whole. So is it all the more important that all University members are actively involved in each individual stage of the process. Through the step-by-step implementation of the various internationalisation objectives at different levels we aim to create a campus that presents itself as multilingual and open-minded and that feels genuinely international. To this end, the University management has set an agenda for the University as a whole that forms the basis for the internationalisation of other areas of the University and thus for creating an [international campus](#).

### **Strategic Orientation of International Co-operation**

Most of the over two hundred bilateral partnership agreements, including the University of Oldenburg's Erasmus agreements, have been set up to secure student and researcher exchanges and to provide all University members with the opportunity to gather international and intercultural experience. At the same time, these agreements bring students and researchers from other countries and cultures to Oldenburg to study or conduct research. Besides these institutional co-operation agreements, numerous individual research collaborations exist between Oldenburg researchers and their colleagues abroad.

When setting up and developing international partnerships that encompass all university levels, it is important to focus on specific partnerships. As part of the internationalisation strategy, the University of Oldenburg therefore aims to focus on two or three strategic partnerships with leading international universities. In this context, a strategic partnership with another university is understood as a transdisciplinary collaboration that involves all levels of co-operation and applies to all areas of university life (researchers, junior researchers, students, university administration). The objectives of such a strategic partnership are:

- to further consolidate Oldenburg's focus areas of research through bi- and multilateral agreements
- joint procurement of external funding
- to broaden the range of degree courses for university students and PhD candidates from Oldenburg and abroad that reflect an international outlook .

All co-operation partners should invest a comparable share of their resources in the partnership. Here, too, the principle of "Quality before Quantity" applies. The focus will lie

on two to three partnerships in order to avoid entering more strategic partnerships than can be actively maintained.

At present, the University of Oldenburg is fostering strategic partnerships with the priority countries of the Netherlands and South Africa. These are to be supplemented by networks oriented towards research and teaching needs. In addition, the University of Oldenburg is fostering and developing a variety of solid long-term partnerships for institutional as well as non-institutional student exchanges worldwide (including those with the ERASMUS Mundus partner universities). A number of individual contacts are also maintained on the research level, which will be assessed with regard to their suitability as a basis for bilateral student exchange. Ideas are also in the pipeline regarding collaborations with other universities in order to share on-site structures and contact offices in specific countries and to strengthen our profile abroad.

### **Marketing and Communication**

Oldenburg University's international visibility and attractiveness has grown steadily in recent years, thanks in part to its internationally renowned and interdisciplinary research and its international study courses. We can expect this to continue in the course of the planned initiative to boost internationalisation in studying, teaching, research, and the promotion of junior researchers, as well on a management level. Marketing and communication will also be intensified across all areas of the University in support of this development:

In this respect, a key step is the ongoing internationalisation of the University's image. This includes a fully bilingual German-English user-oriented, user-friendly Internet presence for all University institutions and affiliated institutes, as well as the provision of all informational material in English. We will also highlight the advantages of Oldenburg as a location for students, PhD students, researchers and teachers by drawing attention to the University's outstanding research areas (so-called "light towers"), the performance of individual disciplines in national and international rankings as well as the careers of successful alumni. Furthermore, we will encourage Oldenburg scholars on their study trips abroad as well as former incoming students and visiting researchers to act as ambassadors and promote Oldenburg as a place for study when they return to their own universities. The foundation for this sort of marketing initiative is the development of a strategic and target-group oriented international marketing and communication concept that is integrated into the overall University marketing concept for the future and based on clearly defining the University's position, as well as developing individual promising concepts.

Conveying the international character of the University to the outside world requires targeted international public relations initiatives. This includes redoubling efforts to win international prizes and awards as well as recruiting international students and German students who spend time studying abroad as ambassadors for the University. In order to

properly acknowledge and draw attention to particular projects in the area of internationalisation at the University of Oldenburg, as of 2013 the Presidential Chair will award an annual prize for internationalisation, the “International Campus Oldenburg”, to individual University members for their outstanding engagement in this initiative.

### **Promoting a Welcoming Culture**

Guests from all over the world – whether students, researchers or personnel from other areas – enrich the University as a whole. To express the University's appreciation of its guests and cultural diversity on the campus, it is vital to promote a welcoming culture that facilitates orientation, promotes integration and makes people feel welcome. For this reason, developing and expanding the existing range of services and support offered throughout the University is particularly important in the internationalisation process.

The International Relations Office (IRO) is responsible for the non-academic and social integration of researchers. Our primary concern here is to improve services for visiting researchers by setting up a "Welcome Centre". A "Faculty Lounge" situated centrally (near the canteen/cafeteria) is also planned to facilitate interdisciplinary networking between visiting researchers and their Oldenburg hosts. New events will be added to existing opportunities for social networking such as the International Lunch or the Reception for visiting researchers. In order to promote cultural integration, we will also offer more German courses tailored to the individual needs of visiting researchers. Services will also be improved to better cater to the family situations of our international visitors. Increased internationalisation of research and teaching and thus the desired increase in the number of international researchers also calls for the provision of appropriate living accommodation. The extremely limited accommodation currently on offer therefore needs to be optimised to ensure that in future we can offer affordable and attractive housing, in particular for short-term teaching and research stays.

The construction of the new “Student Service Centre” (SSC), which began in 2013, has laid the foundations for further expansion of student services and support. It brings together under one roof all counselling and support services for students, from applying for a University place to entry into the job market. It shortens walking distances, facilitates orientation and communication, and provides an opportunity to tailor the various support services of the central institutions even better to the needs of international students (see also Chapter 2: Studying and Teaching, Improving the Culture of Support for International Students). The primary contact partner for all international students in this process is the International Student Office (ISO), which already offers a broad spectrum of services and support and is continuously working to improve and expand its services. Plans are also in place to set up an intercultural meeting centre in the SSC to encourage networking between

international and Oldenburg students and social integration. Events such as international theme evenings could also take place here.

Further steps for promoting the welcoming culture are to raise the intercultural awareness and competences of University members and to introduce a language policy that establishes English, among other languages, as a second official campus language. This will make it easier for non-German visitors to find their bearings and integrate them more directly in University life. Measures include signs in English, bilingual services and materials, and an English-language edition of the UNI-INFO magazine each semester. The campus language policy also establishes proficiency in English as an educational goal for all students and promotes the qualified acquisition of other foreign languages. Here, there is a dual focus on providing German courses for international students and visiting researchers and ensuring that all University members receive solid instruction in academic English. To improve the mobility of all University members, the Language Centre offers an array of courses in the languages relevant to our areas of co-operation.

As well as the University providing the necessary services and support and a bilingually-oriented campus, making our visitors feel welcome also includes giving them the feeling that they can actively contribute to the development of the University. Therefore, within the framework of the internationalisation process, increased focus will be placed on increasing the participation of international students and researchers in the University's governing committees, in the development of its course programme and in other areas.



## 02 STUDY & TEACHING

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The University's internationalisation process aims to systematically expand the range of courses on offer according to international factors and with a strong emphasis on research. The focus here is on “Internationalisation at Home” and “Increasing Student Mobility” in order to create an international classroom. Since the planned measures in these two areas are mutually dependent, the goal is parallel implementation within the area of responsibility of the individual faculties and disciplines.

### **Internationalisation at Home**

As well as providing an excellent specialised education, it is essential that a university provides students with a global citizenship education, preparing them professionally, socially and emotionally for the global job market and an international and multicultural (working) environment. This is achieved not only through foreign exchanges, but also by encouraging and creating an international environment at the University. Such an environment creates a framework for teaching that is oriented towards internationally-recognised quality criteria and generates new forms of teaching and learning that make the most of the cultural diversity within the University. The “Internationalisation at Home” initiative is thus an important building block within the framework of the internationalisation of study and teaching.

One of the primary concerns in this area is to develop and introduce more internationally oriented courses taught in English. Courses taught in English will be introduced in stages where possible, and in compliance with legal requirements. Bachelor's students will have certain courses taught in English, for Master's degrees the proportion of courses taught in English will be higher, and doctorate programmes will be mostly, as far as possible, taught in English. The number of Bachelor's and Master's degree programmes that can be completed entirely in English is to increase from the current seven to twelve by the year 2025, whereby each department should aim to offer at least one such course.

In addition to the international degree programmes, the curricula of other degree programmes will be internationalised through the subject-specific introduction of international teaching content and methods. For instance, the percentage of courses held in English will increase across all faculties to 10% of all the University's degree courses by the year 2015. This will be achieved through international summer and winter schools, for example, as well as by increasing the number of visiting lecturers on the teaching staff. This latter step will be funded by the internal University funding programme for recruiting international researchers (see Chapter 3: Research). It will be implemented by introducing into each degree programme an “international module” into which courses taught by visiting researchers can be easily integrated and therefore recognised for credits. The Language

Centre will provide appropriate courses and support on intercultural issues to help prepare Oldenburg's lecturers for the task of teaching international groups of students in English. The aim of internationalisation, it should be emphasised, is not Anglicisation. Depending on the discipline or course of study, teaching in other foreign languages forms a key element of the University's international courses and should be promoted accordingly. Oldenburg University must make it a priority to uphold and strengthen German as a language of research and scholarship at the same time as it expands its range of courses taught in foreign languages, not least for incoming students, who often specifically choose to study in Germany because of the German language and culture.

A further focus is the internationalisation of teacher education and training. The faculties will collaborate with the Centre for Teacher Training and Didactics (diz) in Oldenburg to develop a comprehensive concept to consolidate the University's national leading position in the field of teacher education and training, and to raise its international profile. In addition to enhancing the international orientation of the curricula through the incorporation of the corresponding course content, forms and methods as well as the recruitment of international teaching staff, the acquisition of intercultural and professionally oriented key competences is another fundamental component of "Internationalisation at Home". This will be reinforced in the future through internationally-mixed research and study groups and promoted in specially designed, interdisciplinary courses for students which are integrated into the professionalisation area and thus count as credits. Certificates will also be awarded for participation in a certain number of courses in order to further improve recognition of personal engagement in the intercultural area (e.g Buddy Function).

Beyond the measures listed, "Internationalisation at Home" also provides those students for whom a stay abroad is not possible with an opportunity to gain international and intercultural experience and acquire the necessary competences. Moreover, it will undoubtedly also help encourage both outgoing and incoming student mobility. In addition, the University also plans to implement the following measures:

### **Increasing Student Mobility: Outgoing Students**

As regards outgoing students, the University's objective is to offer as many students as possible the opportunity to complete part of their studies abroad. Both the International Student Office and the Career Service offer their services and advice in this area. Efforts to boost mobility will be shored up through the integration of structured and, in certain cases, compulsory "windows of mobility" into degree programme curricula where they can be constructively implemented. The target is to integrate windows of mobility into ten model courses of study by 2025. Agreements between partner universities will help to increase and facilitate the recognition of study credits attained abroad. The aim here is to allay students' concerns that credits obtained abroad will not be recognised, and that time spent studying

abroad therefore has a negative impact on their studies. Internships abroad continue to provide a good opportunity for students to gain their first hands-on experience for entering the global workplace. In certain cases, time limits on degree courses here in Oldenburg could be adapted to better accommodate such internships. In addition, statistics for outgoing students will be optimised by including students who study abroad outside the framework of specialised student exchange programmes, or who do internships abroad. The principle basis for boosting outgoing mobility is to increase the number of places for student exchanges with partner universities worldwide. To this end, the University will re-evaluate, strengthen, and expand the spectrum of its long-standing partnerships. It will also assess whether selected research contacts can be built on to establish student exchanges with the respective universities. Increasing mobility incentives for students also plays a key role here. In addition, outgoing and incoming students will be recruited to act as multipliers. Personal accounts of positive experiences and an international environment can help to motivate other students at the University to study abroad. Visiting academics from outside Germany will also be asked to redouble their efforts to encourage Oldenburg students to study abroad at their home universities.

### **Increasing Student Mobility: Incoming Students**

International students are essential for achieving an international profile and are also an important indicator of a university's degree of internationalisation. At 6.2 % (705 students) in the academic year 2011/2012, the proportion of students coming from outside Germany to Oldenburg University to attain a degree was below the national average of 8.5 % (Gutachten des Aktionsrats Bildung: „Internationalisierung der Hochschulen. Eine institutionelle Gesamtstrategie“, Vereinigung der Bayrischen Wirtschaft e. V., 2012). Our goal is to raise this figure to the national average by 2015. Master's students play a pivotal role here, and particular attention will be given to developing special Master's programmes that appeal to international students in content and structure.

Since many of Oldenburg University's partner universities focus on academic exchange for Bachelor rather than Master's students, increasing the number of incoming Bachelor students will be easier to achieve. Plans are underway to coordinate curricula with partner universities and integrate windows of mobility into Bachelor degree courses in order to boost incoming figures and also ensure that sufficient exchange places are available for Oldenburg's outgoing students. Here, the main aim is to attract incoming students from partner universities and language areas where the demand for places among Oldenburg's outgoing students is of a comparable level. This strategy paper has already outlined several approaches for attracting both exchange students (focus: Bachelor degree courses) and students from abroad aiming to take degree courses (focus: Master's degree courses). These approaches include marketing and public relations measures, enhancing the welcoming

culture, expanding the range of degree courses in English with internationally oriented curricula, and using research contacts for promoting student exchange.

In the long term, international students who have successfully completed degree programmes at Oldenburg and made a successful transition to professional careers also help to attract applicants from all over the world: successful and satisfied graduates function as ambassadors and thus enhance the University of Oldenburg's reputation abroad. The University will therefore focus on increasing the success rates of its international students. Since that success largely depends on academic and social integration, a number of measures are planned to further improve the support culture in this area. In the academic realm, the objectives are to optimise the selection of applicants (if appropriate in co-operation with partner universities), to be more flexible in recognising previous studies at foreign universities with regards to Master's degree courses applications, and to encourage more intensive use of the tutor system for individual guidance. In order to enhance both academic performance and social integration, we plan to increase opportunities for meeting Oldenburg students, for example through mixed working groups or the introduction of "learning tandems". At the interdisciplinary level, there are also plans to introduce parallel courses and self-instruction courses for learning scientific methods or obtaining additional German qualifications, to introduce training in "intercultural communication" (if possible together with Oldenburg students), as well to develop a four-week introductory course to the German language and culture for Bachelor, Master's and PhD students.

In view of the shortage of qualified personnel in Germany, the University of Oldenburg has developed a range of services to facilitate international students' entry into professional life on the German labour market, and in the Oldenburg region in particular. These services will be available for students of all disciplines at the new "Student Service Centre (see Chapter 1: International Campus). It is clear here that the implementation of such measures requires close co-operation between faculties and the centralised service and advice centres to ensure that all the areas relevant for guaranteeing our students' success are carefully coordinated. Another fundamental step for ensuring international students' satisfaction with Oldenburg as a study location, and thus increasing the number of incoming students, is to provide them with sufficient furnished and affordable accommodation. The University management will take steps to ensure that the relevant partners meet these housing requirements.

## 03 RESEARCH

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Efforts to internationalise Oldenburg University's research hinge on the University's central research areas becoming international centres for the highest level of research. The key measures for achieving this are:

- increasing the international visibility of research at Oldenburg University;
- expanding co-operation and networks with leading universities worldwide while concentrating on selected strategic partnerships;
- attracting outstanding academics from abroad to increase the number of international staff on the campus;
- promoting academic exchange with other universities

Oldenburg University's research is well integrated into the international network. Its researchers collaborate with other researchers worldwide not only within the framework of institutional partnership agreements, but also independently and on an individual basis. By providing a cosmopolitan campus and structures that promote research the University can strengthen individual research collaborations based on common research interests. These can also be expanded to incorporate further academic fields at Oldenburg University and serve as a basis for future bilateral exchange programmes within an institutional framework. We will strive to integrate Oldenburg researchers more thoroughly into international research programmes, and make more intensive use of the opportunities offered by the European Union's Seventh Framework Programme for Research and Technological Development and, as of 2014, its successor, the Horizon 2020 European Research Framework Programme. The University will continue to develop its centralised advice and support services for applications for funding, execution and project management for these programmes. In order to incentivise researchers to apply for these programmes, the Presidential Chair approved a bonus programme in the University's research programme budget in 2011. We will re-examine opportunities to bundle the resources of different faculties, for example with regard to project applications or the joint financing of staff. More intensive co-operation with the Hanse-Wissenschaftskolleg (HWK) in Delmenhorst is also planned, with the goal of strengthening and expanding research partnerships.

International researchers enrich academic life at the University both through their high level of competence in research and their personalities, and are an important indicator of a university's level of internationalisation. Their research stays often lead to valuable and long-term collaborations. To significantly increase the number of such visits, the University of Oldenburg must present itself as an attractive research location for all career levels, offering

a comprehensive welcoming culture (see Chapter 1: International Campus, Promoting a Welcoming Culture). In 2012, just under 11 percent of the academic staff came from abroad. Our goal is to increase that figure to 20 percent by 2025. Internationally oriented career management, preferably within the existing networks and partnerships, as well as lobby work at the state and federal level aimed at reducing bureaucratic obstacles to the employment of such staff are just as important in this respect as successful participation in programmes for attracting top-level researchers from abroad (Alexander von Humboldt programmes, the DFG's Mercator professorships, the Fulbright programme, ERC Starting and Advanced Grants, the Marie Curie programme). A bonus programme has also been set up to support the University of Oldenburg's host academics in submitting applications for these programmes. To attract more researchers from abroad, in 2007 the University created an internal programme, the "Carl von Ossietzky Guest Lectureship Programme", under the auspices of which almost a hundred international researchers have since taken up either short- or long-term teaching and research posts. In 2012, another internal programme was launched to recruit international academics for periods of research-oriented teaching at the University. Both programmes also serve to increase the number of courses taught in English at the University in the long term, since visiting lecturers hold their seminars and lectures in English. An additional factor is that visiting academics act as bridge-builders in their own countries and can promote the University's integration in the international network in specific focus regions. In the coming years, the University of Oldenburg therefore aims to build up an international network consisting of its former Alexander von Humboldt scholarship holders and prize winners, particularly in Asia (India and Korea).

## 04 EARLY CAREER RESEARCHERS

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Opportunities for early career researchers from Germany and abroad also play a key role in enhancing the appeal of a research location. Internationalisation objectives in this area are closely connected with those in research in general. In addition to building up international networks, the development of international research collaborations also enables early career researchers to establish more international contacts in their respective field of research. For this reason, the University facilitates international exchange and the formation of European and international networks with co-operation partners at an early stage. This is complemented by the organisation of internationally attractive summer and winter schools, exchange schemes, measures for attracting young researchers from abroad for qualification and research projects at Oldenburg University, as well as by encouraging participation in international conferences and in international scientific organisations and networks. The measures to extend Oldenburg University's international research collaborations will focus especially on the area of early career research. They include increasing the number of structured international programmes for PhD students (such as the international Research Training Groups funded by the DFG), as well as extending European networks. We will help to build independent networks by establishing summer schools and exchange schemes, increasing the number of international researchers at the University for qualification or research purposes, as well as by stepping up participation in international conferences and engagement in international scientific organisations and networks.

The Graduate Academy was established in 2012 to support these measures. It functions as an interdisciplinary umbrella organisation for qualification and collaboration between the two graduate schools *oltech* (science and technology) and 3GO (social sciences and the humanities). There are plans to introduce additional qualifying courses taught in English in order to attract more PhD students and experienced early career researchers (in the postdoctoral phase or junior professors) from abroad. In co-operation with the Hanse-Wissenschaftskolleg (HWK), the University of Oldenburg also plans to recruit outstanding researchers from abroad (young group leaders, junior and assistant professors) and to strengthen the focus research areas promoted by Oldenburg University with these international guests. Posts for early career researchers will also be advertised internationally as part of the University's strategy for recruiting outstanding researchers from abroad (see Chapter 3: Research).

A further measure for internationalising the University's early career research profile is to step up use of the programmes offered by the Alexander von Humboldt Foundation, the German Academic Exchange Service (DAAD) and the EU, in order to build up international research teams and networks and reinforce existing partnerships. Furthermore, as part of a

long-term internationalisation strategy and in addition to the alumni network of the post-graduate course "Renewable Energy", which was established 25 years ago, we need further alumni and post-studies programmes to promote contact with Master's and PhD graduates from abroad and thus maintain and strengthen ties with international early career researchers.



## 05 UNIVERSITY MANAGEMENT

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In the implementation of our internationalisation strategy we must also introduce measures outside the "classic" areas of internationalisation. The University management designs the framework for the University of Oldenburg's international activities and assumes many tasks across the university within the internationalisation process. It is therefore crucial to adjust both centralised and decentralised management processes and services to the requirements of a cosmopolitan campus that is open to an international target group.

This means ensuring that the services in question are tailored to the requirements of the University's international guests and internationally active staff, as well as those of its German staff and students. In this endeavour, aside from providing English-language versions of forms, regulations and other written documents and informational materials, the University must consider how to simplify procedures and reduce bureaucratic obstacles. After all, these measures are also very helpful for staff engaged in the University's international activities (e.g. procuring external funding, developing international degree programmes, academic exchange, etc.), as is the availability of sample applications and statistics on the prospects of success of international calls for applications and proposals.

In addition, the University management, as well as all the institutions connected with the management, are themselves targets of the internationalisation process. International and intercultural skills are a basic requirement for providing the above-mentioned services in this area encountered by all University visitors from abroad during their stay here. It is therefore vital to improve the international and intercultural skills of the University's administrative and technical staff. To this end, the University plans to promote training in communication and service-oriented foreign language skills (in particular English) as well as intercultural training. We also plan to ensure that more credit is given to the efforts of individual members of staff in this area, increase the number of foreign employees as far as legal provisions allow, and give higher priority to foreign language skills, intercultural skills and international experience as recruitment criteria.

## PROSPECTS

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The measures outlined in this strategy paper are very heterogeneous in nature and require differing degrees of effort. Some can be implemented in the short term while others are planned for the long term and require the establishment of working groups. Some measures have already been implemented, others are underway, and the rest pose a challenge for the near future. The entire process of implementation is being guided by a steering committee made up of the internationalisation representatives of the various faculties and led by the University President, as well as by the internationalisation units coordinated by Oldenburg University's International Relations Office. Teams are being formed to develop instruments for implementing the approved measures and concrete working concepts including milestones, allocation of responsibilities and resource planning, whereby members of those faculties that are thematically connected to the internationalisation process will also be included in the process. The high priority given to the internationalisation process is reflected in the regular strategy discussions between the Presidential Chair and the faculties, which deal among other things with the subject of internationalisation and offer the faculties the opportunity to present the measures they have planned. The University is also setting up an "internationalisation fund" to provide start-up financing for measures with a multiplying effect. Moreover, the University's participation since January 2014 in the Audit "Internationalisation of Universities" project organised by the German Rectors' Conference (HRK) provides an "external perspective" for assessing the steps undertaken thus far and valuable incentives towards establishing Oldenburg as an attractive international research and study location.

### KEY POINTS

#### The University as a whole

- Boosting international competitiveness and visibility
- Focus on two to three strategic partnerships
- Intensified international marketing
- Promoting a welcoming and supportive culture
- Approval of a campus language policy

#### Study and Teaching

- Increasing the percentage of courses taught in English in all faculties to 10% of the total number of courses by 2015.

- Introducing institutional, compulsory "windows of mobility" in ten model degree courses by 2025.
- Expanding the number of Bachelor and Master's degree courses taught in English from the current seven to twelve by 2025.
- Boosting the academic success of international students.
- Increasing the proportion of international students from the current 6.2% to 8.5% by 2015.
- Optimising conditions for outgoing students so that as many as possible have the opportunity to complete part of their studies abroad.

#### Research and Early Career Researchers

- Developing the focus research areas into international centres of top-level research.
- Establishing new research-oriented international partnerships.
- Increasing the proportion of staff from abroad by recruiting outstanding academics, with the focus on early career researcher mobility ("junior mobility").
- Career planning.
- Subject-specific expansion of PhD programmes and graduate schools.
- Increasing the proportion of PhD students from other countries.
- Building up international (alumni) networks in the area of postgraduate studies.

#### University Management

- Making forms, regulations, documents, written information, etc. also available in English.
- Simplifying processes/procedures.
- Improving the foreign language and intercultural skills of the University's technical and administrative staff.
- Increasing the proportion of foreign staff in the University management within the legal framework.