

Internationalisation Strategy

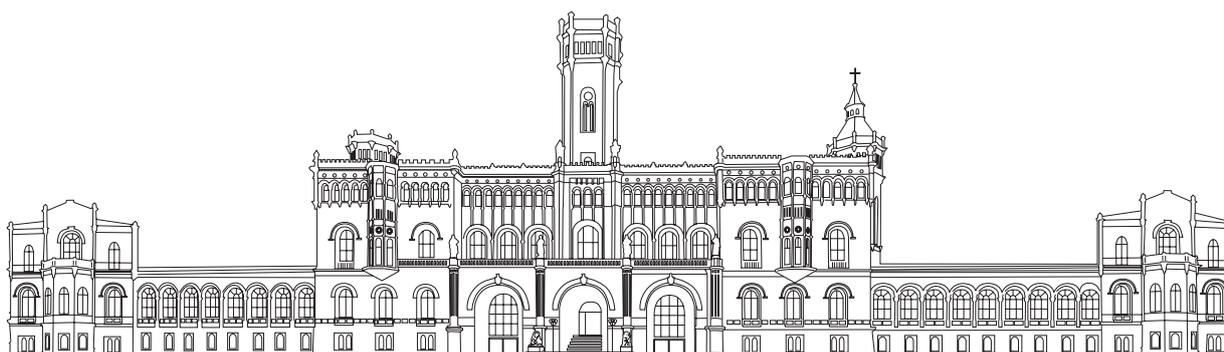
Leibniz University Hannover



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1. General

The internationalisation strategy of Leibniz University Hannover (LUH) is based on the university's guiding principles, which place great importance on internationality.

The strategy is based on the following basic principles:

- Provide an international environment for research, teaching and learning.
- Raise the international visibility of teaching and research at Leibniz University Hannover.
- Prepare and educate students for the international employment market and to become world citizens.

The strategy operates on four levels, which are described below, along with their goals and corresponding measures:

- Teaching and studying
- Research
- Strategic partnerships and cooperations
- Administration, advice and services

Internationalisation is closely linked to the language policy of Leibniz University Hannover. The language policy defines a concept of multilingualism, determining the roles of English and German, as well as other languages according to subject and needs, whilst taking into account all dimension of activities and structures at the university. The language policy is defined in a separate document, where it is described in more depth. Therefore, references to linguistic implications shall be limited in this document.

The internationalisation process is underpinned by the basic principles of diversity management of Leibniz University Hannover. Accordingly, the cultural diversity of all members of the university is conceived as a resource and promoted as an element of global education.

Internationalisation at Leibniz University Hannover is guided by the general, comprehensive, central goals of the university. In addition to this, the faculties have subject-oriented requirements regarding the organisation of international activities. Therefore, internationalisation is a process of centralised and decentralised interaction. The central strategy takes precedence and applies to the entire university; the faculties develop and adapt this strategy to fit their individual needs.

Goals

Internationalisation process

1. Develop and adapt overall (central) and subject-specific fields of action and internationalisation measures
2. Clear implementation plan, combined with transparent monitoring

Measures

- Internationalisation is part of the development plan of the university and its faculties
- The international team will manage the process and develop measures
- Reports on internationalisation shall occur regularly in the faculties and university bodies

2. Teaching and studying

At Leibniz University Hannover an international environment is provided for students, which will prepare them for a future in the global employment market and educate them to become global citizens. For this purpose, LUH has established internationally-oriented study programmes (Internationalisation@home) and is promoting enthusiasm towards periods abroad.

In accordance with the university's language policy, multilingualism is supported for all students. German and English are of particular importance; however other languages will also be integrated into the curriculum of study programmes where appropriate.

International orientation will be achieved by increasing the number of masters' programmes in English, including Double Degree programmes, which are particularly attractive for partner universities. A dependable range of courses in English will be available for masters' programmes with at least 30 CP. English language competence will also be required of and encouraged with regard to students of bachelors' programmes – for instance, through courses taught in English and specialised English language courses as compulsory modules.

On one hand, these goals have an effect internally, on local students, but also externally, on international students. For example, the dependable range of courses taught in English will achieve internationalisation of the curricula, thus better preparing local students for the international employment market. Moreover, this increases the appeal of Leibniz University Hannover as a location for international students – both for exchange students and for international students wishing to complete a course here. Correspondingly, international students will be prepared for the local employment market, through optional or compulsory German courses.

2.1 Outgoings: mobility periods for students of Leibniz University Hannover

For the most part, these goals will be achieved through the faculties, which will specify and adapt these to fit their requirements. For example, they will set concrete target figures, promote within the study programmes and ensure that sufficient exchange places abroad are available through cooperations. The faculties will receive support from the Centre for Applied Linguistics and Special Languages (FSZ), the International Office, the central facilities and administration.

Goals Teaching and studying

1. At least one masters' programme will be offered in English in each faculty
2. In masters' programmes, courses will be offered in English amounting to a minimum of 30 CP
3. English language competence will be encouraged during the bachelors' programme
4. German and international students will learn the German and English technical and scientific terminology of their field of study

Goals Outgoings

1. Increase the number of students that gain study-related experience abroad

Measures

- Faculties define specific target figures
- Establish mobility windows and facilitate mobility; transparent and flexible acknowledgement system
- English elements in the bachelors' programme
- Actively promote student mobility periods abroad
- Language courses for important target countries
- Promote intercultural awareness
- Provide sufficient number of exchange places through cooperation agreements

2.2 Incomings: international students

Leibniz University Hannover observes the "National Code of Conduct on Foreign Students at German Universities" to establish a set of common minimum standards, which international students can rely upon, in the areas "information and marketing, admissions, supervision, support and advice, plus follow-up services" for qualified international students, doctoral students and (young) scientists and researchers.

Interesting study and teaching programmes significantly increase the appeal of Leibniz University Hannover. In addition to masters' programmes in English, this also includes double degree programmes and short-term programmes. Particularly the latter have great potential, as they enable international students to become acquainted with the university and who may then opt to complete a longer programme in Germany (e.g. Science and Engineering Research Projects Programme, FabLab, etc.).

The "Hannover Modell" prepares students for their stay at Leibniz Universität whilst still in their home country. For many years this model has been applied successfully – primarily in China – by the Faculty of Electrical Engineering and Computer Science. This also helps to attract international students for German masters' programmes.

Faculties will receive support with creating and implementing international study programmes, by learning from the experiences of others. Support will also be provided with respect to marketing (e.g. appealing promotion of English masters' programmes via e-brochures).

Connecting international students and local students is of particular importance not only for integration, but also for academic success. This can be achieved through structural integration in the course curriculum, for example, through mutual events with both local and international students (mixed groups), through student mentoring and through a comprehensive language tandem programme. The Welcome Centre (see section 5.2) aims to combine communication and advisory services, as well as establishing spaces for people to meet.

2.3 Teaching staff

In order to provide an appealing selection of courses in English, some courses must be converted to English. For this, requirements should be established that support teaching staff with regard to creating and implementing courses and intercultural training should be provided in how to interact with English-speaking students and mixed groups. Moreover, a short-term lectureship at an international location is particularly suitable for gaining an insight into another learning culture, as well as broadening skills. Therefore, teaching staff should be encouraged to undertake visits abroad. International guest lecturers visiting Leibniz University Hannover can prove equally rewarding for our students. Mobility will therefore be increased in both instances. Support can be received for this through the Erasmus+ programme.

In addition to sharing knowledge in English, another goal is to include international academic elements in the curricula. Here, teaching staff should receive support from the central units.

Goals Incomings

1. Increase the number of qualified international students
2. Ensure and increase academic success of international students
3. Promote social and academic integration of international students

Measures

- Expand the range of short-term programmes and projects
- Extend the "Hannover Modell" to further subjects and regions
- Adequate promotion of international programmes through strategic marketing measures
- Adapt administrative processes
- Encourage connection between international and local students
- Courses taught in English for international bachelors' students
- Provide a comprehensive range of German courses
- Develop best practices guidelines for creating international study programmes and double degree programmes

Goals teaching staff:

1. Internationalise teaching and curricula

Measures:

- Increase mobility of teaching staff (incoming and outgoing)
- Promote, support and facilitate periods abroad
- Encourage intercultural skills through special courses
- Provide support with creating English and international teaching elements

3. Research

Leibniz University Hannover maintains research contacts around the globe. Our intention is to strengthen international visibility and connections. In particular, this concerns the implementation of collaborative research programmes and doctoral taught programmes. The exchange required for this should be facilitated via research mobility. In this respect, invitations extended to renowned guest researchers to visit Leibniz University Hannover, as well as the mobility of our researchers will be increased.

The most important foundation in research is outstanding (junior) researchers and doctoral candidates. Proactive measures will be employed for their recruitment. Through appropriate measures, junior researchers and doctoral candidates will be made aware of the opportunities available at Leibniz University Hannover (including pooling job advertisements, invitations to presentations of our research and the university environment; assistance and language courses for international researchers and their family).

Among other things, visibility will be increased through outstanding international projects (including ERC, international research training groups), joint publications together with international researchers and international conferences at Leibniz University Hannover. These elements will therefore receive support and funding.

The research alumni programme - which is already successfully in use within the key research area QUEST (Centre for Quantum Engineering and Space-Time Research) - shall be expanded. The programme transforms LUH alumni into ambassadors, who generate interest among young scientists in research at Leibniz University Hannover.

Goals Research

2. Increase international visibility of research
3. Increase number of international visiting researchers
4. Recruit excellent (junior) researchers and doctoral candidates
5. Increase mobility of researchers (research mobility)

Measures

- Information events regarding ERC, AvH programmes and international research training groups
- Develop an incentive scheme for recruitment
- Proactively recruit excellent international researchers
- Provide an appealing, informative portal for recruiting junior researchers and doctoral candidates
- Support with organising international events at Leibniz University Hannover
- Expand the research alumni programme of Leibniz University Hannover

4. Strategic partnerships and cooperations

Leibniz University Hannover is networking with key regions worldwide, with which special, strategic partnerships shall emerge. These partners have similar structures and we will collaborate on various levels (teaching, research, administration). For example, such a partnership exists between LUH and "Leibniz University Hannover Peter the Great St. Petersburg Polytechnic University". A similar collaboration is currently being expanded with Tongji University in Shanghai.

Leibniz University Hannover is currently participating in a multitude of international cooperations at university and faculty/ institute level, secured via cooperation agreement. These cooperations are an important foundation for joint projects and third-party funded research, which only arises through the trustful collaboration of individual researchers. At the same time, these agreements ensure student exchanges.

In order to identify further key regions, a catalogue of elements and measures should be compiled that are applied in strategic partnerships. These elements may be developed in different regions with different priorities. Using this catalogue and its overlap with existing cooperations of LUH researchers, by 2026 we intend to identify five further promising partner regions and universities (including emerging and developing countries).

Leibniz University Hannover actively participates in national and international networks in order to strengthen its profile internationally, create synergies and capitalise on opportunities for international marketing. In particular, this should occur through greater involvement in CESAER workgroups, which are dedicated to different focuses (including internationalisation, ranking, doctoral programmes).

International companies should be recruited and established as cooperation partners to create opportunities for both research and teaching, as well as to give students an insight into future fields of work.

Goals Strategic partnerships and cooperations

1. Increase international visibility and appeal of the university's location
2. Identify and cultivate further strategic key regions, including emerging and developing countries

Measures

- Further develop strategic partnerships
- Compile a catalogue of elements and measures that are applied in strategic partnerships (e.g. double degree programmes, joint research projects – particularly research training groups and staff exchanges)
- Actively participate in networks (TU9, CESAER, T.I.M.E.)
- Recruit and establish international companies as cooperation partners (opportunities for students; research)

5. Administration, advice and services

Leibniz University Hannover views internationalisation as a common obligation that affects all areas of the university. In order to successfully achieve internationalisation, participation of the fundamental structures at Leibniz University Hannover is essential. Only then is possible to provide efficient advice and offer important services. The language policy is a fundamental basis for this. In general, a sincere welcoming culture, as well as an inviting and informative public image is particularly important. Internationalisation is accomplished when all university staff participate and extend their processes to accommodate international clientele. Finally, it should also be ensured that the measures can be implemented and attainment of goals is evaluated. A further comprehensive measure should ensure that international guests (students and staff) continue to remain closely acquainted with Leibniz Universität after leaving.

5.1 Services

A fundamental requirement for internationalisation of administration is the linguistic and intercultural qualification of staff, through further training or mobility programmes. Furthermore, applicable administrative processes should be consistently adapted to accommodate international students, teaching staff and researchers. In particular, this applies to the administrative processes for application, admission and execution of studies.

5.2 Welcoming culture

It is extremely important to provide a friendly and knowledgeable point of contact for international students and researchers. This will be achieved by establishing a welcome centre, in which all opportunities are presented. These should be adapted and expanded according to the target group.

5.3 Advisory service: contact and exchange

At the International Office and in the faculties, regional and international coordinators maintain and provide support with establishing international contact. They secure and organise exchange programmes, as well as providing students with advice and support with planning their stay abroad.

5.4 Visibility and incentive scheme

Leibniz University Hannover is aware that many activities depend on the dedication and intrinsic motivation of individuals. In this respect, potentially competitive goals should be considered. Therefore, Leibniz University Hannover will review the extent to which activities could be simplified and strengthened through a carefully selected incentive scheme (e.g. a prize for international efforts).

Through suitable measures, individuals' international efforts should be made publicly visible, so that they become well known and can thus be presented as role models (best practices). This could be achieved, for example, via the information channel "beInternational" (<https://www.be-international.uni-hannover.de/>).

Goals Administration, advice and services

1. Internationalisation of LUH management

Measures Services

- Further training opportunities for administrative staff (intercultural programmes, language courses, mobility)
- Adapt administrative processes to international target groups
- Increase international exchanges for administrative staff

Measures Welcoming culture

- Establish a welcome centre
- Knowledgeable advice and assistance for all international target groups
- Facilitate accommodation for international students and guests

Measures Advisory service

- Ensure existing develop new exchange programmes
- Organise and conduct delegation visits to establish and maintain contacts

Measures Visibility and incentive scheme

- Develop an incentive scheme or support measures for international efforts
- Introduce a prize for internationalisation (awarded biannually on International Day)
- Increase use of information channel "beInternational"

5.5 Monitoring

In order to ensure the success of the adopted measures and the evaluation of their efficacy, it is important that reliable figures are collected. If possible, collection should occur via existing recording and reporting systems (e.g. according to the laws on collecting student data in higher education (HStatG)). Moreover, monitoring is part of the internationalisation report (see section 6).

5.6 Marketing and communication

The visibility of international efforts and activities must be increased. This will be achieved through prominent positioning of the "international" section on the university's new website. In addition, courses for international students and guests should be presented more clearly, using special formats for international courses. Courses and materials should be developed centrally and together with the faculties.

5.7 Language policy

The language policy defines general principles and expectations regarding the consideration of language in different fields of action of the university.

5.8 Alumni

From the very beginning, a close relationship should be established with all members of Leibniz University Hannover, so that they later become ambassadors for the university.

Measures Monitoring

- Regular, simple recording of figures
- Visible presentation of this data

Measures Marketing

- Intensify research marketing
- Produce appealing material (target group-oriented, country-oriented)
- Use appealing, modern media
- Participate in marketing fairs in strategically important regions

Measures Language policy

- Continually implement and adapt

Measures Alumni

- Establish a national and international network of alumni ("multipliers")
- Events and information for alumni

6. Appendix

In the triennial report (the internationalisation report) a brief statement is made regarding the status of the abovementioned measures. In addition, the following elements are summarised and figures from the past few years are presented (in brackets it is indicated whether figures were provided by the central units (Z) or by the faculties (F)):

- Number of international students, international and local students according to faculty, and according to primary country of origin (Z)
- Number of incomings and outgoings – in total and according to faculty/course and country (Z), total number of available and occupied places (Z).
- Number of researchers that have participated in teaching mobility (incoming and outgoing) (F)
- Number of administrative staff that have participated in mobility programmes, according to country (F+Z)
- Number of visiting researchers (incoming and outgoing), according to country and faculty (Z+F)
- List of courses in English and double degree programmes, according to faculty (Z)
- List of courses with mobility windows and facilitated mobility (Z+F)
- List of past international conferences and conventions (F+Z)
- List of international projects (Z)
- Number of international publications and joint publications with international researchers – total number and according to faculty (Z)
- List of past delegation visits (Z)
- List of new cooperation agreements (Z)

The report aims to record the state and progress of internationalisation, allowing the goals and measures to be evaluated and adjusted. Therefore, new goals and measures should also be established in the report if required.