

Progress Through Internationalisation

JLU International 2016-2026

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Overarching Objective

- Excellent achievements in teaching and research at JLU
- Promotion of intercultural exchange and international understanding

Two Dimensions

- Internationalisation on a broad base
- Internationalisation at the top

Four Central Fields of Activity at Home

- Internationalisation of teaching and learning
- University support structures
- “Welcome culture”
- Language concept at JLU

Four Central Fields of Activity Abroad

- International networking
- Mobility abroad
- Marketing abroad
- International recruiting

Qualitative and Quantitative Objectives: Extract

Qualitative Objectives:

- High quality and sustainability of international networking at JLU
- Excellent structures for guidance, support and integration of international undergraduate, graduate and doctoral students and senior scholars
- Comprehensive quality assurance for international mobility and qualification abroad
- Integration of international elements to fit perfectly into the curricula
- International doctoral education to be developed into a JLU flagship
- Promotion of cultural diversity and tolerance
- Enhancing the international visibility of the university
- Creating conditions for systematic recruitment of very good international undergraduate, graduate and doctoral students and senior scholars

Quantitative Objectives:

- Proportion of international study programmes: Increase envisaged at all levels, viz. 30% at bachelor's, 50% at master's and 80% at doctoral level
- Proportion of international students at all levels: Increase in international undergraduate and graduate students to 11% by 2021 and to 13% by 2026, stabilisation of the high proportion of international doctoral students at 25 – 30%
- Mobility figures: Increase by 10% by 2021 in study abroad stays at bachelor's and master's level and in programmes culminating in a state examination
- Funding for mobility abroad: to increase annually by 10%

OUTLINE

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1. INTRODUCTION AND POSITIONING

This internationalisation strategy describes the prioritised fields of action and central objectives of Justus Liebig University Giessen (JLU) in its internationalisation process for the years 2016 to 2026. It follows on from the internationalisation strategy of 2006 named “Future through Internationalisation”. A decade since it was implemented, the first internationalisation strategy has now been systematically analysed within the framework of the “Internationalisation of Universities” audit and re-audit conducted by the German Rectors’ Conference (HRK). JLU is now in a position to state central institutional objectives and priorities for the coming years.

The strategy is embedded in the **conviction** that internationalisation in a globalised world is of prime significance not only for all fields of action and members of the university, but also for the society in which the university is located. Internationalisation is the prerequisite for excellent research and teaching and is therefore constitutive for JLU, whose success and pioneering impetus for research, teaching and knowledge transfer have always stemmed from excellent research achievements. At the same time, internationalisation is of enormous social and cultural value for positive societal development in the generations to come.

Internationalisation is described in this strategy paper as a process controlled by different measures aiming to systematically integrate international elements and intercultural dimensions into all the university’s fields of action (research, teaching, knowledge and technology transfer), thus contributing towards the continuing development of sustainable quality at JLU. Firstly, internationalisation serves the **objective** of strengthening the university in international competition and of achieving enduring international cooperation for the benefit of JLU and its partners. Secondly, it reflects the responsibility borne by the university throughout its history and expressly contributes towards worldwide international exchange and understanding. JLU sees internationalisation not only as a strategic instrument to serve the development of the institution, but also as of value in itself, a contribution towards students’ personal development and an intercultural enrichment for all the university’s members. JLU is renowned for and exemplary in its successful integration of international students and scholars.

The town of Giessen is home to the Hessian Reception Centre for refugees (HEAE), whose history goes back to 1946 – a long tradition in taking migrants, starting with expellees from the former German eastern territories, and now the central contact point and transit camp for asylum seekers in Hessen. JLU is actively involved in supporting refugees and asylum seekers as well as the work of HEAE. Members of the university offer their services in a multitude of ways, for example by giving legal advice in the “Refugee Law Clinic” founded in 2007 by the Faculty of Law, specialised training for future and current teachers of German as a Foreign or Second Language and counselling with classes for the integration of refugees and asylum seekers. As the largest educational institution in Central Hessen, JLU will continue to take social and cultural responsibility and give impetus to internationalisation in Giessen, the region and the state of Hessen.

Basic conviction:

Internationalisation in a globalised world is of prime significance for all fields of action and members of the university as well as the society in which the university is located.

Definition:

Internationalisation is a process controlled by different measures aiming to systematically integrate international elements and intercultural dimensions into all the university’s fields of action (research, teaching, knowledge and technology transfer), thus contributing towards the continuing development of sustainable quality at JLU.

Overarching objective:

Firstly, internationalisation serves to strengthen the university in international competition and to achieve enduring international cooperation for the benefit of JLU and its partners. Secondly, it reflects the responsibility borne by the university throughout its history and expressly contributes towards worldwide international exchange and understanding.

2. STATUS: INTERNATIONALISATION AT THE UNIVERSITY OF GIESSEN

Founded over 400 years ago, Justus Liebig University developed from being a small-scale institution to a large university with a vast range of subjects and several areas of excellence. Today, JLU offers a broad range of courses in law, economics, the humanities and the social sciences alongside a constellation of subjects in the natural and life sciences that is unparalleled in Germany, attracting currently more than 28,000 students, approximately ten percent of whom come from abroad. It is rare to find the combination of agricultural, environmental and nutritional sciences alongside human and veterinary medicine at one university. Interdisciplinary centres with an international orientation offer excellent opportunities for high-calibre teaching and research.

Internationality has been an integral part of the university since Justus Liebig became Professor of Chemistry in Giessen. Justus Liebig was appointed to the Giessen Ludoviciana at the age of 21 in 1824. The founding father of modern organic chemistry and agricultural chemistry soon set up a network with colleagues throughout Europe into which he also integrated his students. Benefitting from Giessen's central location and early connection to the railway, Justus Liebig practised internationalisation *avant la lettre* nearly two centuries ago. Such a legacy, also embracing the promotion of young researchers and linking excellent pure research to concrete applications and inventions, has always been at the centre of the university's endeavour and is reflected in its renaming as Justus Liebig University in 1946.

JLU launched an internationalisation strategy entitled "Future through Internationalisation" in 2006 which has served as the basis for systematic integration of internationalisation goals and measures into all fields of action at the university (primarily research, teaching, knowledge and technology transfer). Internationalisation objectives and measures are correspondingly a constitutive part of the "JLU 2020.2" university development plan and of the target agreements between the Executive Office and the Faculties as well as between the university and the Hessen State Ministry of Higher Education, Research and the Arts. In the past ten years, JLU has developed along the lines of "Future through Internationalisation" and on this basis has promoted its two **major areas**, cultural studies and life sciences. In conjunction with strong international partners, both areas have been represented in two funding lines of the German State Excellence Initiative: the International Graduate Centre for the Study of Culture (GCSC) and, for life sciences, the Excellence Cluster Cardio-Pulmonary System (ECCPS, jointly with MPI Bad Nauheim and Goethe University Frankfurt am Main).

In the last decade, the central points of the development objectives defined in 2006 have been realised. In **research**, international partners and networks have contributed in no small way to excellent academic achievements at JLU. Giessen lung research is high in the international league – Giessen being the seat of the German Centre for Lung Research and bearing primary responsibility for lung research in the Excellence Cluster Cardio-Pulmonary System ECCPS –, has won innovation awards and produced many excellent research results and excellent publications in part on account of joint ground-breaking studies with partners at Peking University, Tibet University and Imperial College London.

Following Justus Liebig's tradition, the university has implemented reforms to internationalise post-graduate training. The "Giessen model" of structured post-graduate studies has been systematically applied to the **international post-graduate** programme. Today, the three international post-graduate centres at JLU for cultural studies, life sciences as well as sociology, law and economics cover nearly every subject. Fully or

predominantly English-language structures provide international post-graduates, who make up 25 to 30% of all post-graduates at JLU, with platforms for support and mentoring. International post-graduate education at JLU has been pin-pointed for funding by the German Science Foundation (DFG) and the German Academic Exchange Service (DAAD). In the first German-Australian international research training group, JLU and Monash University, Melbourne, have been funded by DFG since 2013 in the field of male reproduction biology and medicine. An international research training group in neuro-sciences, run by the University of Marburg and three Canadian partner universities (York University in Toronto, Western University in London and Queen's University in Kingston), is also being funded by DFG. The European PhDnet "Literary and Cultural Studies" at the International Graduate Centre for the Study of Culture (GCSC), funded by DAAD from 2008 to 2014, offers a clearly internationally oriented research and study programme. The curriculum is jointly set up by the partner institutions in the international cooperation net. Binational doctoral degrees within the framework of Cotutelle agreements and on the basis of an amended JLU statute for binational doctorates are the institutional anchor for international post-graduate training at JLU and its partner universities.

The **internationalisation of learning and teaching** has been systematically promoted since 2006 thanks to the introduction of internationally compatible Bachelor's and Master's degrees from 2007, developing the first international programmes in English, and to the selective integration of study-abroad phases, e.g. in the framework of international double-degree programmes. JLU has also sought to strengthen structures for international mobility and exchanges for students and teachers, both by expanding decentral and central counselling and by securing external funding for periods abroad for students and teachers from JLU. For example, between 2007 and 2015 funding by the German Academic Exchange Service (DAAD) for the most important mobility programmes increased by a good € 400,000 p.a., i.e. almost tripled to over € 1.2 million p.a. At the same time, JLU has adhered to its principle of favouring the quality of internationally attractive opportunities for teaching and learning as well as research cooperation projects as opposed to a quantitative increase in mobility numbers and cooperation agreements. For this reason, JLU has repeatedly received the ERASMUS "E-Quality Label" for its excellent mobility measures. The quality label was awarded by DAAD for special merits and achievements in the ERASMUS exchange programme for German and foreign students and teaching staff, the criteria being innovation, results and advantages of implementing the programme, project management, sustainability and other beneficial effects.

JLU has undertaken a wide range of measures and activities in the past ten years to **reinforce and enhance the institutional framework at all levels for successful international cooperation in research and teaching and worldwide exchange**. The importance laid on internationalisation at JLU is attested by the university's great success in **securing funding** from DFG or DAAD for international joint projects. Funding from DAAD and other organisations at a constantly high level (approximately € 4 million p.a. from DAAD since 2012) testifies to JLU's strong international network and is a significant driving force behind the implementation of the internationalisation strategy both in the wide range of subjects and in the excellence centres. While individual grants support academic mobility at all levels and contribute to scientific cooperation and intercultural life at JLU, project and programme funding has benefitted the profile of the university – for instance, the DAAD thematic network "Zones of Cultural Contact and Conflict in Eastern Europe" with which the Giessen Centre for Eastern European Studies (GiZo) is intensifying

research cooperation with distinguished international partners and is strengthening JLU's international network in eastern Europe, or the Excellence Centre for Marine Science (CEMarin), in which JLU is cooperating in Latin America with the best Colombian universities.

Apart from such international flagship projects, JLU has improved its **international image** in the last ten years by running numerous international short-term programmes like summer schools, which fulfil an important marketing function for teaching, research and the "welcome culture" in Giessen. Active membership in selected university associations such as the SGroup European Universities' Network and the European University Association (EUA), engagement in innovative projects and organising large international conferences have contributed to JLU's success in positioning itself as a model university for internationalisation. JLU is well placed on a number of international ranking lists (e.g. in the top 300 in the Times Higher Education World University Rankings 2015/16).

In the final analysis, it may be said that JLU has **very good institutional conditions for a continued internationalisation of the university**; all areas of JLU are stable and strong. In the last 10 to 15 years, profile sectors have been enhanced and elementary internal reforms have been implemented; initiatives are being carried out in a good ratio of top-down to bottom-up approaches. At the same time, JLU is aware of constraining factors, such as restrictions on financial resources and time budgets as well as staffing limits. With this in mind, in future it will be important for internationalisation to be conducted in line with the major points set out in the institutional strategy and for the benefit and enhancement of JLU.

3. JLU INTERNATIONAL – OBJECTIVES TILL 2026

Internationalisation today is of **growing strategic importance** to JLU. In the 21st century excellent research and teaching are impossible without exchange in the scientific community beyond national frontiers or the chance for students and academic staff to be part of international networks. In short, JLU must see itself as an international university. Higher education today is an increasingly competitive field so that while being mindful of the ethos of exchange, such as international understanding, our university must harmonise its internationalisation activities with its own overall strategy, thereby giving profile to the university's own institutional interests. This systematic harmonisation was foregrounded in the "Internationalisation of Universities" audit and re-audit conducted by the German Rectors' Conference (HRK), in which JLU participated as a pilot institution in 2009/2010 and 2012/2013 respectively. The results of the audit form the basis for the ongoing development of the university's internationalisation strategy, and the evaluation report confirmed that JLU was pursuing the right goal. "The approach taken by JLU, i.e. to guarantee a full breadth of teaching and research across the faculties and simultaneously to give high profile to the internationally oriented centres and the existent 'niches of excellence' in teaching and research, is very convincing. [...] The advisers recommend sticking to the path JLU has chosen." Against this background, JLU decided to **promote internationalisation in two dimensions**:

Internationalisation at JLU promoted in two dimensions:

- **Broad base:** exchange and international qualification on all levels
- **At the top** international projects to trigger excellence

• **Broad base:** At all levels (e.g. international post-graduate schools, student exchanges, mobility of academic and administrative/technical staff), and in all faculties, centres and central administrative units, support is given to international qualification and personal and project-related international exchange.

• **At the top:** International projects and network associations in JLU's profile areas and particularly attractive outstanding fields operate as a trigger of excellence and form the basis of cooperation with superb international partner institutions.

JLU has defined two **overarching objectives in its internationalisation strategy** for the next ten years:

1. Promote excellent achievements in research and teaching through internationalisation
2. Encourage international exchange and understanding

Internationalisation is a cross-sectional area in a university-wide strategy for developing and increasing the quality of teaching and research, both across the whole spectrum of the university and in order to distinguish JLU's profile in the face of competition. In its internationalisation strategy, JLU distinguishes between **a home and abroad perspective**, according to which the university will develop internationalisation in Gießen and by strengthening its contacts worldwide.

3.1. CENTRAL FIELDS OF ACTIVITY AT HOME

A central field at home is the intensification of **internationalisation in teaching and learning**. Based on experience with degree courses conducted in English, double-degree programmes, integrated study periods abroad and other instruments for internationalising teaching, JLU will strive for a well-tailored, high-quality integration of different international elements into the curricula. The aim is to develop a holistic scenario to cover all levels of study (Bachelor's, Master's and PhD programmes) alongside different forms of internationalised teaching. At the different levels, the internationalisation of study programmes should mesh into the requirements of each subject and be reflected in an increase in teaching in English, continued development of binational study programmes with foreign partners (e.g. double or joint degree programmes), greater integration of mandatory periods of study abroad and of international content into the curricula. JLU will also continue to exploit digital forms of teaching and learning to ease students' way into their initial international experience and with intercultural exchange. Virtual forms of education such as blended learning and E-learning formats cannot replace a period abroad, but they can be a valuable supplement; JLU would like to harness their potential in future. By 2026, the **target for international** courses will be 30% for Bachelor's, 50% for Master's and 80% for doctoral degree programmes. Particularly at the Master's level the aim will be to develop more international courses to prepare students for a PhD in internationally oriented programmes at JLU. **International doctoral education should be developed and become a JLU flagship in all subject areas.** The potential of the well-structured doctoral programme at JLU must become more visible internationally. The purpose is to increase the quota of international students – not just in international or exchange programmes – to create intercultural experience in teaching.

Overarching objectives:

1. Excellent achievements in research and teaching
2. Intercultural exchange and understanding

Distinction between a home and abroad perspective in internationalisation at JLU.

Central fields of activity at home:

- Internationalisation of teaching and learning
- University support structures
- "Welcome culture"
- Language concept at JLU

2026 target:

30% Bachelor's, 50% Master's and 80% doctoral degree programmes

¹ HRK Audit "Internationalisierung der Hochschulen", recommendation for Justus Liebig University Gießen, Bonn, June 2010. Quotation translated from the German.

There will be particular emphasis on **cultural diversity and tolerance and on growing a comprehensive “welcome culture”** in the coming years. For example, “Lokal International”, the international meeting point set up by the university and “Studentenwerk” (Student Services) as a model project, funded by DAAD in the PROFIN Project, the European Social Fund (ESF) and the State of Hessen, is to become permanent. In 2011, Lokal International was awarded the “Prize of the Foreign Office for excellent support of international students at German universities”. The meeting place has become a unique platform with numerous events for international guests and it offers the opportunity for contact with German students, scholars and the local community. Turning Lokal International into a permanent feature is a step towards strengthening JLU’s institutional and service structures for international members and guests at the university. From 2016, Lokal International will receive financial backing from Santander Consumer Bank AG for an initial period of three years.

In the cross-sectional context of internationalisation in a university-wide strategy to further develop and increase the quality of teaching and research, **the internationalisation of the university administration** is encompassed by the objective. Administration at central level, in the faculties and centres is an important – and often the first – point of contact for international guests and members of the university. For this reason, administrative processes should be adapted to the needs of international members of the university, e.g. by implementing bilingual documents and training non-academic staff in foreign languages and intercultural skills.

JLU will continue to fulfil its duty to provide **comprehensive advice and support to international undergraduate, post-graduate and doctoral students and scholars**. Central organisational and social advisory services alongside decentral academic counselling and integration will provide the best possible framework for a successful stay at the University of Giessen. For this purpose, JLU will endeavour to optimise advisory services already tailored to the target groups and further develop the internationalisation of services and administrative procedures at the same time as the intercultural competence of university staff at all levels and in all areas of activity at the university. JLU regards the heterogeneity of its members at all levels as a valuable asset to academic, social and cultural life. The university is, however, mindful of the challenge presented by cultural differences and will continue to develop concepts to stimulate and harness the great potential of international members and guests at JLU. In cooperation with the Turkish-German Health Foundation (TDG), JLU will enhance the infrastructure for accommodating and supporting international guests, thereby greatly improving the conditions for international guests during their stay in Germany. The goal is to install additional accommodation for international guests and complementary community facilities in a new guest house in a central location. The planned guest house will explicitly not be simply an accommodation block. Communal areas and a social programme will facilitate academic, professional and personal contact, encourage integration and lay the cornerstone for further international cooperation.

With regard to language policy, JLU intends to develop a university-wide language concept in which the university will subscribe to maintaining German as an academic language, to promoting international networking through the use of English as a lingua franca and encouraging multilingualism beyond English. The university views language and cultural competence as an important contribution to cultural enrichment and life-long learning for its members, in particular to students’ personal development, and to create the basis for successful participation in the international academic community and to meet life challenges in a multicultural society constructively. The university will

² Definition of international courses: Use of English or another modern language in teaching at the module level (teaching in the foreign language mandatory or optional) and/or integration of a compulsory period abroad into the curriculum.

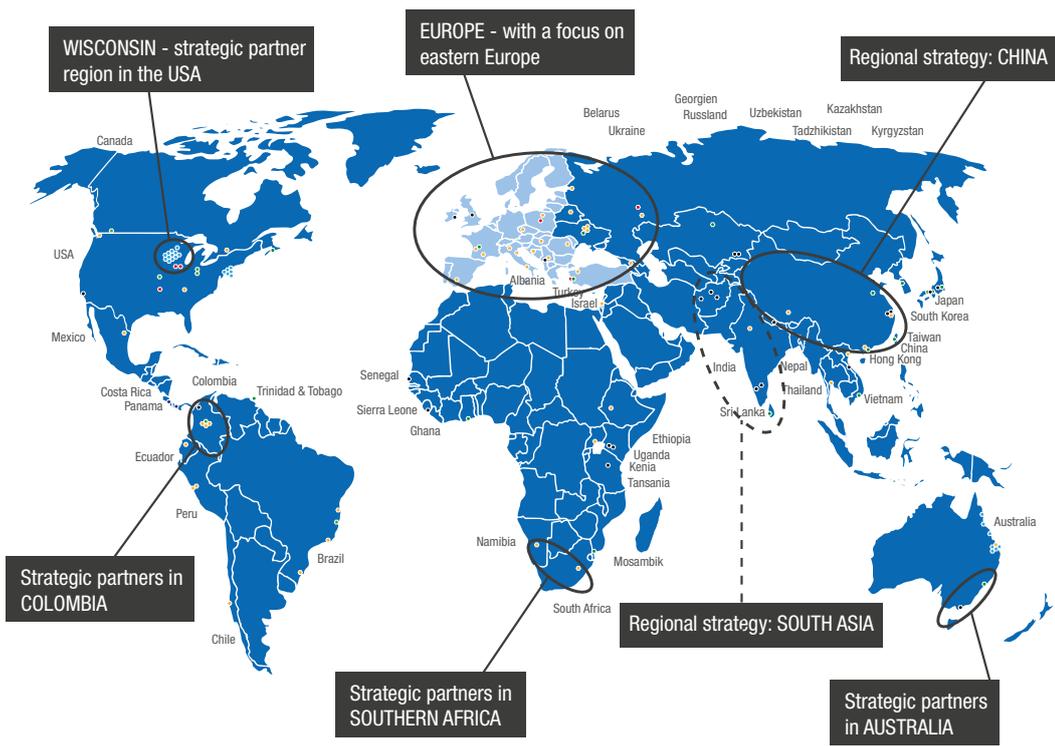
continue to promote knowledge of several languages by offering language classes at different levels to undergraduates, post-graduates and scholars.

3.2. CENTRAL FIELDS OF ACTIVITY ABROAD

Excellent teaching and research need strong partners. A core element of activity abroad is therefore **high quality and sustainability of international networking**. Just as JLU has been expanding regional networks in Central Hessen and the metropolitan region of Frankfurt/Rhine-Main with other universities and non-university partners, it will also use its worldwide network specifically to enhance its profile in the areas of cultural studies and life sciences. Whether at a national or international level, the focus will always be on developing new perspectives for excellent research, innovative teaching and high-quality education for young scholars. Special potential is offered by the research alliance between the universities of Giessen and Marburg. JLU will facilitate the participation of international partners in constructing the Research Campus of Central Hessen, thereby giving the cooperation a global dimension. JLU is the bridge for international partners to the region and will use its central location and membership of the Frankfurt/Rhine-Main metropolitan region to systematically intensify links to cooperation partners in strategic partner regions on every continent. JLU's strategic partnerships are based on long, intensive and successful scientific cooperation, for example in Australia (with a focus on Macquarie University, Sydney, in cultural studies and Monash University, Melbourne, in life sciences), Europe (with a focus on eastern and south-eastern Europe including Turkey), Latin America (with a focus on Colombia and the consortium partners in the Excellence Centre for Marine Science, CEMarin), southern Africa (with a focus on South Africa and Namibia), the USA (with a focus on Wisconsin, whose state-to-state partnership has been running for about 40 years), with institutions of higher education in Asia and a regional strategy under construction for China (with a focus on expanding the network of partner universities in Peking, Shanghai, Hong Kong and Tibet) – see the figure below. The central element of JLU's future partnership policy is the intensification of cooperation with the above-mentioned regions, which will serve to enhance the excellence potential of JLU in its focus areas and achievements.

Central fields of activity abroad:

- International networking
- Mobility abroad
- Marketing abroad
- International recruiting



International Network with Institutional Partners in Strategic Partner Regions of Justus Liebig University Giessen

- Hessian state-to-state cooperations
- Partnership agreements
- Cooperation agreements
- Exchange agreements
- Other agreements

The network of partnership, cooperation and exchange agreements comprises around 90 bilateral agreements and is the basis for institutional cooperation and academic mobility at all levels. The distinction between partnership, cooperation and exchange agreements – tiered according to the intensity and scope of the university linkage – has proved to be successful and will continue to be fostered. JLU will sharpen the focus of its activities abroad by concentrating on seven strategic partner regions worldwide and further develop work there on a larger scale with cooperation and exchange partners. JLU's guidelines of 2nd May 2001 for partnership, cooperation and exchange agreements with foreign institutions will be amended to accommodate current requirements and processes. In view of expanding the network, the classification of partnership, cooperation and exchange agreements in strategic partner regions will be examined and adapted as necessary.

The partnership between JLU and its strategic cooperation partners may be viewed as a strong alliance cultivating common fields of research and jointly pursuing institutional development objectives. Cooperation is based on successful research and cooperation projects that have often been running for decades. JLU knows its strategic partner universities to be trustworthy and extremely reliable project partners with whom there are direct links thanks to well established cooperation structures, communication channels and direct contact at all levels (university executive board, cooperation coordinators, faculties, scholars, students, international office). By intensifying collaboration in seven strategic partner regions and with highly esteemed partner universities within these, JLU wishes to strengthen its own focus areas and regional emphases and become more visible in the partner countries and global regions. Connected to this is the goal of creating and extending links to the various global regions via the respective partner universities in order to pursue common institutional development objectives even more efficiently. For the purpose of advertising, advising and recruiting, JLU will expand its institutional presence at selected partner universities abroad. The first plan will be Colombia, where the longest institutional international link and current transnational educational projects make for the best prerequisites for setting up JLU's institutional presence in the country. JLU will assess the opportunities for mutual collaboration with a small number of selected cooperation partners that have a common interest in their own presence at the other respective location.

Planned further development of JLU's **strategic partner regions and partner universities** (in alphabetical order):

AUSTRALIA: Strategic partners

2015/16 status: JLU is closely linked to two of the leading Australian research universities. Long and intensive cooperation in cultural studies and the humanities exists with Macquarie University in Sydney. The agreement was signed 15 years ago and provides the framework for joint research, binational doctoral degrees and student mobility. Life sciences are the focal point of cooperation with Monash University in Melbourne. JLU and Monash University receive joint funding for the first German-Australian international research training group. Every project is run in tandem by German and Australian scholars, who also tutor post-graduate students in their binational doctoral degree programmes. Currently, cooperation between the two universities is being extended beyond medicine. The goal is to intensify collaboration with both strategic partner universities in Australia at all levels – from student exchanges to joint postdoctoral education and to joint research – and thus enhance JLU's focus areas with the support of excellent international partner institutions.

Strategic partner regions and partner universities:

- Australia
- China: Development of a regional strategy
- Europe, with focus on eastern Europe and on developing a regional strategy for the European higher-education area outside eastern Europe
- Latin America: Colombia
- North America: Wisconsin
- South Asia: Development of a regional strategy
- Southern Africa

Concrete objectives until 2026:

- Intensification of research cooperation and student exchanges by involving at least three more faculties or graduate schools at JLU (in addition to the existing links with Faculty 05 – Language, Literature, Culture – and Faculty 11 – Medicine)
- At least two binational doctoral degree agreements p.a.
- Formalisation of the collaboration with Macquarie and Monash as a partnership or cooperation agreement
- Securing external funding for international higher-education cooperation

CHINA: Development of a regional strategy

2015/16 status: Chinese higher education and science range at the top of the fastest and most dynamic systems to develop worldwide. This presents JLU with numerous profitable opportunities for cooperation in research and teaching. Ongoing cooperation between JLU and Chinese partners is based on specialised research, on sending JLU students to China and on the wish to recruit very well qualified Chinese students and post-graduates at JLU. Formalised linkages currently exist with universities in Hong Kong, Peking, Shanghai and Tibet (in alphabetical order).

To do justice to the growing importance of China, JLU is developing a regional strategy to intensify collaboration with partner universities in China. JLU wishes to intensify existing cooperation with Chinese partners and add to it by signing more agreements with a small number of partners, including one or two universities with potential for broader cooperation. The regional strategy currently being developed for China is based on the JLU profile in cultural studies and life sciences and focuses on graduate and post-graduate exchange and research cooperation.

JLU is aware of the specific challenges involved in cooperation at the level of higher education with China. In view of the different political systems and often diverging cultural values of China and Germany, it is crucial to act consciously, critically and self-critically when faced with the opportunities and difficulties presented by international cooperation with Chinese partners. JLU is aware of the special framework shaped, for example, by intercultural differences and a different approach to intellectual property. Different cultures and expectations of learning and teaching lead to special requirements when it comes to the recruitment and mobility of undergraduate, post-graduate and doctoral students. The Chinese partners and JLU will have to clearly define their respective interests and objectives. Ongoing successful cooperation projects show in which areas mutual interest and benefits exist; it is necessary to recognise, define and pursue these.

Concrete objectives until 2026:

- Development of a JLU regional strategy for the area of higher education in China
- Cultivation and intensification of cooperation with reliable partners, extension of the appropriate cooperation and exchange agreements
- Identification of two to three additional excellent partner universities to mesh into the cooperation network in China, two to three additional cooperation and exchange agreements to be sealed
- Securing external funding for international higher-education cooperation

EUROPE: Focus on eastern Europe

2015/16 status: Since it was founded in 2006, the Giessen Centre for Eastern European Studies (GiZo) has been successful in continuously expanding its specialised

network with partners in eastern Europe. GiZo's cooperation network comprises universities (in alphabetical order) in: Almaty, Cluj-Napoca, Istanbul, Izmir, Kazan, Kiev, Łódź, Minsk, Moscow, Prague, St. Petersburg, Tekirdağ and Zagreb. This network is an essential starting point for the thematic network "Zones of Cultural Contact and Conflict in Eastern Europe" funded by DAAD in 2013 in the "Strategic Partnerships and Thematic Networks" programme. Through the DAAD network and in cooperation with the Herder Institute for Historical Research on East Central Europe (an institute of the Leibniz Association) and with five partners in eastern Europe (Almaty, Cluj-Napoca, Kazan, Łódź, Minsk), JLU is becoming the hub for international contact and conflict research re eastern Europe in the field of cultural studies. By means of these networks, Giessen cultural studies will receive a sharper and more prominent profile. However, an EU strategy is lacking which would enable JLU to systematically forge ties with the European research area outside eastern Europe. While student and staff mobility within Europe is functioning very well at JLU, the university is underrepresented in EU research associations. JLU intends to improve its position in future in the competition for research funding in the current Horizon 2020 European Framework Programme for Research and Innovation.

Concrete objectives until 2026:

- Cultivation and intensification of cooperation with reliable partners, extension of the appropriate cooperation and exchange agreements
- Securing external funding for international higher-education cooperation
- Developing an EU strategy for the higher-education European research area (outside eastern Europe)
- Identifying a select number of strategic partners in Europe to secure funding in the current European Framework Programme for Research

LATIN AMERICA: Strategic partners in Colombia

2015/16 status: There has been cooperation between JLU scientists and partners in Colombia for over 50 years and which began with marine sciences. In 1963, JLU set up an external biological base in the Colombian coastal city of Santa Marta. This was later taken over by the Colombian COLCIENCIAS research organisation and developed with JLU's participation to evolve into today's INVEMAR marine investigation institute. A great success in recent history is the foundation of the German-Colombian Centre of Excellence in Marine Sciences, CEMarin, in 2010. It is one of four DAAD Centres of Excellence for Research and Teaching worldwide to be funded by the German Federal Foreign Office in the framework of its Foreign Science Initiative 2009. A further milestone was reached with "Corporación CEMarin" in 2015 as a Colombian registered society, establishing permanence for the German-Colombian centre.

Cooperation between JLU and Colombian partners now goes beyond marine sciences. There are bilateral agreements open to participation by faculties mutually represented, between JLU and the Universidad Nacional de Colombia in Bogotá, the Universidad de Antioquia in Medellín and the Universidad de Los Andes in Bogotá. JLU's cooperation with the last named was the first formalised university cooperation to exist between Germany and Colombia. The goal is to extend cooperation to even more subject areas and activities.

Concrete objectives until 2026:

- Cultivation and intensification of cooperation with reliable partners
- Sustainability of Corporación CEMarin in Colombia
- Further development of JLU's institutional presence in Colombia

- Intensification of research cooperation and student exchanges, particularly in the subjects offered in social sciences and cultural studies, by involving at least three more faculties or post-graduate schools at JLU (in addition to the existing links with Faculty 03 – Social Sciences – and 08 – Biology and Chemistry)
- At least two binational doctoral degree agreements p.a.
- Securing external funding for international higher-education cooperation

NORTH AMERICA: Strategic partners in Wisconsin (USA)

2015/16 status: The two partnerships between JLU and the University of Wisconsin in Madison and Milwaukee are of crucial importance to JLU's international network and make a central contribution to American-German academic relations. Long before international educational and cooperation programmes were established, JLU and UW Madison and Milwaukee had set up American-German collaboration in teaching and research and promoted it for the benefit of the universities and their members. The regular exchange of staff and students, now running for three decades, is testimony to an intensive partnership. At federal state level, JLU has been managing the Hessen-Wisconsin higher-education cooperation for over 15 years. The academic state programme has become a mainstay of the Hessen-Wisconsin state partnership. JLU will continue to be committed to cultivating and further developing the existing ties.

Concrete objectives until 2026:

- Continuation of the student and staff exchange; stabilisation of the numbers of exchange students
- Research cooperation in at least two subject areas
- Securing external funding for international higher-education cooperation

SOUTH ASIA: Development of a regional strategy

2015/16 status: The South Asian higher-education area has an enormous potential for development. JLU has been working successfully in particular with universities in Afghanistan and Sri Lanka in the framework of exchange agreements and project cooperation. For example, under the leadership of JLU in an international research project with DAAD backing, a new national atlas of Afghanistan was produced, for the first time drawing together reliable information on resources and infrastructure alongside the culture and nature of the country, of use to decision makers in politics and the economy and thereby making an important contribution to rebuilding and developing the country. Following the development of a regional strategy for China, JLU will focus on the South Asian higher-education area and draw up a regional strategy on which to base systematic cooperation with partners in South Asia.

Concrete objectives until 2026:

- Development of a JLU regional strategy for the area of higher education in South Asia by 2021
- Cultivation and intensification of cooperation with reliable partners
- Identifying two to three additional partner universities to complete the cooperation network in South Asia, sealing two to three additional cooperation and exchange agreements
- Securing external funding for international higher-education cooperation

SOUTHERN AFRICA: Strategic partners in Namibia and South Africa

2015/16 status: Namibia University of Science and Technology (NUST) and North-West University Potchefstroom (NWU) are two reliable, up and coming cooperation partners with whom JLU has worked successfully on subject-related research and cooperation projects for about ten years. Both universities are young and high achievers, distinguished by remarkable transformation dynamics, even in an international comparison. They therefore provide JLU with ideal starting conditions for innovative cooperation in teaching and research in southern Africa. Both universities are reliable and experienced partners and coordinators for applying for and carrying out international network research and cooperation projects in teaching and academic advanced training. The connecting factors for research staff and students from a wide spread of subjects are manifold and highly attractive. A common goal for JLU, NUST and NWU is to convert bilateral into trilateral cooperation. To this end, academic and scientific cooperation will be systematically promoted.

Concrete objectives until 2026:

- Renewal of JLU's bilateral cooperation agreements with both partner universities
- Concluding a trilateral cooperation agreement
- Intensification of research cooperation by involving at least five faculties or post-graduate schools at JLU
- Establishing a trilateral, evenly balanced student exchange with at least two to three persons p.a. per direction of mobility

JLU's worldwide network is also the basis for **systematic promotion of international mobility and international qualification**. At every level (from student exchange to international (post-)graduate schools, from scholar exchange to administrative and technical staff mobility), in all faculties, centres and central administration units, personal and project-related international exchange is supported. JLU has excellent structures for this purpose in which the faculties and central administration work together very successfully. Following the structures in the ERASMUS programme, JLU will ensure the quality and transparency of the processes in other mobility programmes. Against this background, JLU aims to boost international mobility, guarantee the quality of mobility by means of intercultural preparation and follow-ups and recognise academic achievements from abroad (credit transfer). The aim is to increase **student stays abroad** by 10% in bachelor's, master's programmes and in all degrees culminating in a state examination (e.g. teaching, law) by 2021. A wide range of mobility programmes and grants will be guaranteed by the systematic implementation of the appropriate structures and financial programmes available. JLU will continue to apply for external funding to support mobility. It is hoped that funding for mobility abroad can be increased by 10% per annum by **2021**.

Against the background of its international network, JLU will endeavour to **enhance the university's** international visibility and, in the next five years, create the **conditions for systematic recruitment at JLU of very good international undergraduates, graduates and doctoral students as well as post-doctoral staff and professors**, especially from strategic partner regions and partner universities. Owing to the demographic change in Germany, there will in future be a divergence in the numbers of students. For this reason, by 2026 JLU wishes to have implemented structures to cater for a strategic recruitment of qualified international undergraduates, graduates, doctoral students, post-doctoral staff and professors. The number of international Bachelor's and Master's students should increase to 11% by **2021** and 13% by **2026**. The quota

2021 target:

Student stays abroad to increase by 10% in bachelor's, master's programmes and in all degrees culminating in a state examination (e.g. teaching, law)

2021 target:

Funding for mobility abroad to increase annually by 10%

2021/2026 targets:

Number of international students to increase to 11% and 13% respectively

of international doctoral students should remain at the high level of 25-30% until **2021**. To strengthen ties with outstanding international scholars, from 2017 JLU will award the “Stefan Hormuth Prize” to the best international scholars for co-operating with JLU in research and teaching.

2021 target:

Maintain high quota of international doctoral students at 25-30%

4. ORGANISATION OF IMPLEMENTATION

International cooperation and exchange are on the increase at JLU and are permeating teaching and research as a matter of course. Within the faculties and centres, responsibility for international activities lies with the deaneries and committees respectively as well as with the group of coordinators for partnership, cooperation, exchange, Erasmus and ECTS and those heading projects and programmes. At the level of the University Executive Board, the President is in charge of international affairs. As the President's staff division, the International Office (AAA) is responsible for the central coordination, support and administration of university relations with international partners and for managing numerous funding programmes, as well as providing a range of services to international and German undergraduates, graduates, doctoral students and scholars. The International Office works closely with the Staff Divisions for Planning and Development, for Research, Studying, Teaching, Further Training and Quality Assurance on respective common themes and activities.

JLU will continue to implement its internationalisation strategy in the future within the framework of university development planning and in the internal and external target agreements, with the consensus of the faculties, academic centres and the relevant administrative divisions. To embrace the whole scope of the university in the further development of internationalisation goals along the lines of the university development planning, the Extended Executive Board will be called on regularly to participate in controlling implementation planning.

The Head of the International Office is in charge of planning the implementation of internationalisation measures and monitoring their progress. As the presidential staff division, AAA is responsible for further developing and implementing the university internationalisation strategy, is in charge of the administration and support of the cultivation of relations with foreign universities, promoting stays abroad and providing advice to German students, doctoral students and scholars and providing an advisory and support service to international study applicants, students, doctoral students and guest scholars. AAA runs the “Lokal International”, the international meeting place, in cooperation with Studentenwerk Giessen, the student services facility. The International Office offers German classes at all levels in preparation for or during a semester and also the Deutsche Sprachprüfung für den Hochschulzugang (DSH) (German Language Examination for Admission to Higher Education) to international study applicants, students and doctoral students. In close cooperation with the neighbouring staff divisions and administrative departments, AAA will continue to advise and support the JLU faculties and centres in their planning and implementation of internationalisation goals and measures.

5. OUTLOOK

By means of merging regional prioritisation, quality cooperation and international networking with a strong “welcome culture” and comprehensive intercultural training for all the members of the university, JLU intends to promote an international framework to contribute to academic and scientific progress in a globalised world, provide German and foreign students and scholars with the opportunity to experience intercultural exchange and to achieve excellence in teaching and research. With strong international partners at its side, Justus Liebig University will be well equipped for the time after the excellence initiative and, in view of the demographic change, be in a position to attract outstanding undergraduate, graduate and doctoral students alongside scholars from abroad.

IMPRESSUM

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