

D. Erasmus Declaration on Higher Education Policy (General Strategy)

Please describe the international (EU and non-EU) strategy of your institution. In your description please explain a) how you select your partners, b) in which geographical region(s) and c) the main objectives and target groups of your mobility activities (in terms of university staff and students in the first, second, and third studies cycle, including studies or internships and degree programs of short duration). If applicable, please explain how your institution is involved in the development of double / multiple / joint degree programs. (no more than 5,000 characters)

International co-operation and transnational exchange promote scholarly achievements, but they also influence teaching methodology and content. They help contribute to the teaching of subject-specific, social, and communicative competencies that are becoming increasingly important for science and also for the job market outside of academia. The UMR has committed itself to an internationalization strategy in which the framework and objectives of internationalization in research and professional development, training of students, and administration and science management are set forth (<http://www.uni-marburg.de/international/ueberuns/profile/intstrategie.pdf>). In order to better focus and synchronize the individual efforts of departments and scholars at a central level, target agreements were articulated between the Office of the President and departments at the UMR. Meetings are held regularly to help guide the departments on their way to internationalization concepts that suit the specific needs of their departments and specializations. The sustainability of existing collaborations and individual activities can be fostered in a tighter linking of central administration and departments.

The UMR maintains many active cooperation agreements in European and non-European countries, both at the university level as well as at the departmental and institutional level. Focuses of international cooperation are defined by content and region, in many cases through historic relationships that have grown over time. With the establishment of the Center for Near and Middle Eastern Studies in 2006 there exists a center of excellence with a regional focus, and successful collaborations with partners in China have led to the creation of two strategic partnerships in the region. Additional collaborations with a strictly regional focus are not being pursued at the UMR. In the evaluation of existing and potential university collaborations, expansion and development of already existing partnerships have a strong priority over the establishment of new partnerships. A gradual development of partnerships has a proven track record in regard to the intensity and sustainability of international partnerships.

With the goal of sustainability, the UMR sees strategic partnerships with universities abroad as a trendsetting form of formalized cooperation, which on the one hand is intra-university in nature and on the other hand is based on the experiences of successful, trusting cooperation. When identifying strategic partners, the UMR takes a close look at the scholarly emphases of the universities and also at the potential to supplement our academic curriculum in a trendsetting way. An increased fostering of international study programs and the development of further joint / double degree programs with international cooperation partners is a key goal here.

Fostering the international mobility of students and staff is equally important for the internationalization of the University. For students, the international experience is fundamental at all study levels and sets a direction for the student, which includes making the student internationally employable. An explicit objective of the UMR is therefore a continual increase in international mobility within the framework of a degree program. The inclusion of an international dimension in the examination regulations of study programs on the basis of the Lisbon Convention should help to break through barriers - especially at the undergraduate level - for the integration of international experiences in the course of study. With regard to the improved access to the international and internationalized labor market, internships in European and non-European countries are also getting more support. To this end, an information portal is being built and is continually being maintained; internships can be selectively acquired.

A student's mobility should be increased in the qualification phase of their doctoral work and thereafter. Especially bi-national doctoral projects are promoted by *cotutelle* cooperation agreements with selected partners; structured doctoral programs and graduate institutions are becoming increasingly internationalized. An important foundation for the successful implementation of international student mobility is the mobility of faculty, which not only leads to an internationalization of curricula and an intercultural teaching environment for faculty, but can also create a basis of trust for the recognition of student work completed abroad. The internationalization of the university administration, the linguistic and intercultural qualification of the technical and administrative staff is an additional goal, also meant to attune the services and administrative processes to meet the needs of the internationalized target groups.

If applicable, please describe your institution's policy for the organization and implementation of international (EU and non-EU) cooperation projects in teaching and training in regard to projects that are done through the program. (maximum 2,000 characters)

The development of strategic partnerships with universities in European and non-European countries remains a focus of the UMR, as set forth in the internationalization strategy of the University. In Europe, there is already a strategic partnership between the UMR with the University of Kent in Canterbury; other strategic partners are the Zhejiang University and Tongji University in China. This successful model, with joint research projects and the development of joint cooperative degree programs, the UMR strives to continue in the new generation of programs as a point of focus. Strategic partnerships mean close cooperation in research, teaching and administration, so that synergies can be utilized and bundled together; through joint research projects and networks, particularly attractive course offerings in jointly offered summer schools, the introduction of double/joint degree programs, mutual promotion of young talent in the form of binational doctoral candidate programs, structured mobility models for students and postdocs, and the exchange of further qualification offerings for administrative staff.

Please describe the anticipated impact on the modernization of your institution with regard to the policy objectives (for each of the five priorities of the modernization agenda) you aim to achieve through your participation in the program. (maximum 3,000 characters)

The UMR sees itself as an internationally active, cosmopolitan university. Internationalization as a continual process pursues with the aim to

- strengthen and continually optimize the framework for internationally networked thinking and operating in the university's central areas of activity (research, teaching, administration);
- further improve the quality of research and teaching with internationally focused measures;
- make the UMR's high level of performance internationally visible and to further improve our competitiveness in an international and national context;
- ensure that our graduates are able to gain employment internationally and to act with confidence abroad, to promote their language skills, intercultural competencies, mobility and flexibility;
- strengthen the quality of our academic curriculum and research cooperations and also to strive for a quantitative increase in student enrolment mobility numbers;
- further strengthen the Universität and the city of Marburg as an internationally known, cosmopolitan location for research, study and teaching.

Participation in the new educational program provides for the UMR an important foundation for the implementation of these key objectives.

The UMR offers both Germans and international students in Marburg an attractive academic curriculum. It provides for both groups the opportunity to acquire competencies that are indispensable for working in an international and intercultural context. Through the continued internationalization of the teaching and learning environment and curricular safeguarding, international mobility should become an even higher priority in the future. Our "General Provisions for Bachelor and Master Degree Program Examination Regulations" call for a minimum of one semester of study abroad without lengthening the degree programs.

International qualifications with proof of foreign language proficiency and intercultural competencies are in demand on the international job market for scholars and scientists, and therefore indispensable for our students and their career perspectives. The successful integration of university education in the labor market with a focus on the international employability of our graduates by including practical work experience in the individual student's biography requires an intensive cooperation with partners outside the university. In addition to studying abroad, we will be acquiring more placements for internships abroad, including in non-European countries; to this end, we will be developing and continually working on an information portal. The UMR has adopted the "National Code of Conduct for International Study at German Universities"; this implies ensuring student services for all phases of study and providing comprehensive information about study regulations and requirements.