

# **INTERNATIONALIZATION STRATEGY**

TRIER UNIVERSITY OF  
APPLIED SCIENCES 2022-2026

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### WE ARE...

an internationally oriented university with regional roots in the heart of Europe, not far from the border with Luxembourg, France and Belgium, where internationality is lived out in a regional setting.

### WE SEE...

internationalization as a continuous process, which, in the context of globalization, provides inspiration and improves the level of quality in all work and knowledge areas of the university.

### WE SUPPORT...

internationalization in our institution and a global knowledge exchange in sustainable international cooperation.

### WE IMPLEMENT...

the strategy as a combination of a joint process in three areas of action, which unite the university's various internationalization activities and its development plan.

## OUR STRATEGIC INTERNATIONALIZATION GOALS:

The strategic internationalization goals of Trier University of Applied Sciences are divided into three areas: studying and teaching, research and transfer and institutional anchoring.

### STUDYING AND TEACHING

- Improving mobility
- Increasing international program offerings
- Digitalization in international teaching
- Enhancing the integration of international students



### RESEARCH AND TRANSFER

- Strengthening international cooperative research and knowledge transfer
- Acquisition of international researchers and support for young researchers
- Supporting mobility and international networks



### INSTITUTIONAL ANCHORING

- Management: Building strategic collaborations
- Marketing: Increasing international visibility
- Administration: Strengthening international action-related competencies and processes



# STUDYING AND TEACHING



Thanks to its proximity to the borders of Luxembourg, France and Belgium, students at Trier University of Applied Sciences can experience internationality in a regional setting. They acquire valuable knowledge and competencies both professionally and as they assume their responsibilities in society. Stays abroad make an important contribution to learning about new (knowledge) cultures in all their diversity and complexity and are complemented by international offerings at home on campus. These include a wide variety of international program offerings at Trier University of Applied Sciences and virtual exchange formats with foreign universities.

## IMPROVING MOBILITY

One of the central goals at Trier University of Applied Sciences is increasing the mobility of its students, teachers, researchers and employees. The departments are supported in incorporating structured mobility time frames into suitable degree programs and in facilitating the recognition of study credits. To increase the admission capacities for international students, the bundling of English-language lectures, in regards to time and topic, into 30-ECTS packets in the form of study semesters has proven itself over time and will continue to be implemented.

Trier University of Applied Sciences supports its departments in developing new short-term forms of mobility, such as virtual exchange and blended mobility, and in the expansion of tried-and-true formats such as summer schools and excursions abroad. These formats make the university more accessible to new groups of students and break down barriers to mobility. The program HAW. International of the German Academic Exchange Service at Trier University of Applied Sciences accompanies the strengthening of mobility.

## INCREASING INTERNATIONAL PROGRAM OFFERINGS

A key prerequisite for increasing the percentage of international students is offering a corresponding number of international courses and degree programs in English. German students also benefit from the opportunity to study in English, as it not only provides them with degree-program knowledge but also allows them to acquire relevant international competencies. Thus, Trier University of Applied Sciences is actively working to expand these offerings in order to strengthen its international profile.

The goal is to offer international courses in all departments on a permanent basis. Based on the positive experience it has had with existing degree programs, Trier University of Applied Sciences sees interdisciplinary English-language program offerings as a great opportunity. The departments will be aided in using appropriate funding instruments, such as the DAAD's program Integrated International Degree Programmes with Double Degrees.

The integration of international guest lecturers and researchers contributes to increasing the number of English-language courses offered and is being driven forward significantly by the "House of Professors" project at Trier University of Applied Sciences, which provides corresponding funding until 2027. Thus, the departments strive to establish Visiting Professorships and use external funding sources for this purpose, such as the DAAD Visiting Lecturer Program.

Instructors that are internationally involved are a key driver for the internationalization of Trier University of Applied Sciences. The willingness to teach in English is thus a great advantage when filling important teaching positions. Professorships are therefore advertised bilingually in German and English. Depending on the thematic orientation of the professorship, part of the probationary teaching event and the appointment interview should also be held in English. Through this measure, diversity as a resource for innovation processes can be used to a greater extent on the university's path to internationalization. Internationality will also become increasingly important in personnel development: Trier University of Applied Sciences will provide continuing education offerings for its employees to acquire intercultural competencies

and international involvement will be highlighted on a university-wide scale. This can be accomplished through awards for international teaching and regular collaboration formats.

## DIGITALIZATION IN INTERNATIONAL TEACHING

The targeted use of digital media has the potential to increase the efficiency of core internationalization processes and improve their quality. This includes, for example, trying out and implementing electronic remote testing and virtual exams. Digitalization also provides great opportunities for cross-border organization of university teaching and to create sustainable international partnerships in the context of teaching and research. Thus, Trier University of Applied Sciences aims to create a digital, international teaching portfolio. Virtual transnational collaboration in internationally mixed groups of students (virtual exchange) combined with short-term forms of mobility (blended mobility) complement the traditional international program offerings and make the university's educational opportunities more inclusive by opening them up to new target groups. Including virtual international guest lectures from foreign universities and companies lends the university's teaching program an additional international dimension. Essential components for the creation of the new portfolio could be continuing education and advisory programs on international topics and relevant international networks. The university also plans to increase its use of the DAAD funding programs (for instance HAW.International) in the future.

## IMPROVING THE INTEGRATION OF INTERNATIONAL STUDENTS

The measures outlined above will increase the percentage of international students at Trier University of Applied Sciences and take into account the goal of the state of Rhineland-Palatinate to increase the percentage of international students to 20%. At almost 17%, Trier University of Applied Sciences is already above the Rhineland-Palatinate state average and, starting from this high

level, would like to attract further international students. To this end, the departments define concrete goals and measures in their departmental development plans.

While the academic integration of international students is ensured through a variety of support and advisory offerings in the departments, the International Office is responsible for their social integration with various networking and contact programs (e.g. the international Buddy Program). Another important component is the extracurricular activities offered, such as the opportunity to take part in intercultural training and inter-university language program offerings. The acquisition of German language skills should also be emphasized more strongly as a qualification goal for international students.

In order to ensure that international students are integrated throughout the entire student life cycle, a new concept for counseling and supervising is being pursued, which will combine, optimize and complement the measures that have already been taken by the departments and service facilities. Of particular focus here is ensuring the students' academic success at the beginning of their studies as well as during their transition to the labor market. In this area as well, external funding programs are to be acquired, if possible.

## OVERVIEW OF THE STRATEGIC INTERNATIONALIZATION GOALS AND MEASURES IN STUDYING AND TEACHING

STRATEGIC GOALS	MEASURES	RESPONSIBLE PARTY	BENCHMARK
Improving mobility	Increase the attractiveness of outgoings through integration of mobility time frames into appropriate degree programs <sup>1</sup>	Dept. <sup>2</sup>	Number of degree programs with mobility time frames; number of <i>outgoings</i>
	Support of good recognition practice for learning and testing achievements	Dept.	Monitoring of recognition with involvement of all parties
	Continued development of <i>study semesters</i>	Dept.	Number of <i>study semesters</i>
	Consolidation and continued development of short-term mobility programs and virtual mobility	IO, Dept.	Number of short-term mobilities
Increasing international program offerings	Increasing the proportion of English-language courses	Dept.	Proportion of English-language courses; number of foreign students
	Increasing the proportion of foreign guest lecturers	Dept.	Number of foreign guest lecturers; Funding requests in <i>House of Professors</i>
	International posting of professorships	Dept.	Number of internationally posted professorships
	Networking and university-wide awareness of international flagship projects	IO	Award for international teaching and formats for the presentation of best practices are established
Digitalization in international teaching	Creation of a portfolio for transnational virtual exchange (VE) and blended mobility (BM) projects	Dept., IO	Number of transnational VE and BM projects
Improving the integration of international students	Improving the academic integration through support and advisory offerings in the departments	Dept.	Number of and use of support and advisory offerings
	Improving the social integration through networking and qualification offerings (e.g. international Buddy Program, language courses, intercultural training, etc.)	Admin., IO	Number of and use of networking and qualification offerings
	Optimizing the beginning study phase and the transition to the labor market through qualification and orientation offerings	Dept.	Concept exists for measures to improve beginning study phase and transition to the labor market

<sup>1</sup> Color legend: orange - already anchored in the Development Plan (HEP, for its acronym in German) of Trier University of Applied Sciences.

<sup>2</sup> Abbreviations: Dept. - Departments, Pres. - Presidency, IO - International Office, Admin. - Administration, PR - Public Relations

# RESEARCH AND TRANSFER



Applied research overcomes borders – between different institutions, disciplines and countries. Researchers at Trier University of Applied Sciences work together with scientists from Europe and the entire world; in collaborative projects they develop innovative, practical solutions. As a leading research institution, Trier University of Applied Sciences has set itself the goal of increasing the level of internationalization in its research. In particular, it intends to strengthen the research activities in the EU funding programs and develop strategic international partnerships.

## **STRENGTHENING INTERNATIONAL JOINT RESEARCH AND TRANSFER**

Trier University of Applied Sciences is internationally well connected and uses its central location in the Greater Region as well as existing networks – such as TriRhenaTech, FHnet and the European University Association – for international joint research. In doing so, the university has strategically positioned itself in the European Research Area. The university will support the departments in using these networks even more systematically in the future in order to jointly submit EU research proposals in the network. In addition to its active participation in the INTER-REG program, Trier University of Applied Sciences sees great potential in the EU program Horizon Europe and the European Universities Initiative. Such initiatives and project plans will thus be intensively supported by the Presidency during the proposal stages and in the development of sustainability strategies. Strengthening research at the university is closely related to the strategic goal of expanding the transfer of knowledge and technology.



To accomplish this, Trier University of Applied Sciences sees an important building block in the development of subject-specific and interdisciplinary competence centers and networks between research and practice in the region. In order to increase the awareness of these research and development activities, Trier University of Applied Sciences aims to further develop its established publication formats, such as the research report, according to international standards. A special format of knowledge and technology transfer comes in the form of graduates and employees who establish their own companies through the professional support of the Start-Up Office at Trier University of Applied Sciences. In addition, the university intends to gear its advisory and support formats more towards international target groups in the future.

## ACQUISITION OF INTERNATIONAL RESEARCHERS AND SUPPORT FOR YOUNG RESEARCHERS

With their diversity and perspectives, international researchers enrich the cosmopolitan campus and serve as key drivers of creativity and innovation processes. Thus, Trier University of Applied Sciences aims to increase the number of international and guest researchers at all career levels. With the federally- and state-funded project House of Professors and its International Researchers' Sabbaticals (IRS), Trier University of Applied Sciences is making an important contribution to the acquisition of excellent international researchers. Trier University of Applied Sciences also aims to participate in additional programs of societal importance, such as the Philipp Schwartz Initiative from the Alexander-von-Humboldt Foundation, which offers sanctuary for at-risk researchers. Supporting young researchers is a high priority for Trier University of Applied Sciences and is part of a coherent strategy. In addition to the development of research-oriented study programs, this also includes various qualification and networking opportunities in the area of research. Trier University of Applied Sciences sees great potential for further professionalization of the promotion of young researchers in the cross-campus and cross-departmental bundling of existing activities of the doctoral advisory service and the departments. Increasing the number of

cooperative doctoral programs with foreign universities, e.g. by participating in the Marie Skłodowska-Curie Actions through Horizon Europe, the EU reference program for research and innovation, is an additional strategic goal of Trier University of Applied Sciences.

## SUPPORTING MOBILITY AND INTERNATIONAL NETWORKS

Active participation in international conferences, joint publications with researchers around the world as well as research exchange programs are all critical for maintaining the relationships in our network and expanding it internationally. Trier University of Applied Sciences supports the departments by intensively promoting relevant programs, such as module C of the the HAW.International program or the research semester abroad. For hosting academic conferences and symposia at Trier University of Applied Sciences, suitable funding programs include the DFG's [Deutsche Forschungsgemeinschaft] International Scientific Events program and the European Commission's Creative Europe program; Trier University of Applied Sciences provides the departments with comprehensive advice in this regard and provides additional support in the publication of international conference documentation. In order to support university members in being a committed host for international guests, the existing informational and advisory services will be combined in the form of a Welcome Center, whose services will be continuously expanded.

## OVERVIEW OF THE STRATEGIC INTERNATIONALIZATION GOALS AND MEASURES IN RESEARCH AND TRANSFER

STRATEGIC GOALS	MEASURES	RESPONSIBLE PARTY	BENCHMARK
Strengthening international cooperative research and knowledge transfer	Active participation in international networks, conferences and specialized fairs	Dept. <sup>2</sup> , all	Number of active networks, number of conferences
	Participation in EU programs, particularly Horizon Europe and European Universities Initiative <sup>1</sup>	Pres., Dept.	Number of applications submitted
	Development of subject-specific, interdisciplinary competence centers and networks between science and practice	Pres., Dept.	Number of competence centers and networks
	International publication, further development of existing publication formats according to international standards (e.g. the research report)	Pres., all	Number of international publications, international publication formats exist
	Orientation of the offers of the start-up office to international target groups and promotion of start-up initiatives in the Greater Region	Pres., Admin.	Concepts and offers exist
Acquisition of international researchers and support for young researchers	Active participation in programs to increase the proportion of international researchers at all career levels	Dept.	Requested funds in HoP and participation in other funding programs
	Promotion of young scientists, for example, within the framework of graduate schools, <i>international researchers' sabbaticals</i> , and doctoral student advising	Dept.	Number of international researchers/ doctoral candidates
	Increasing the number of cooperative doctoral study programs with foreign universities	Dept.	Number of cooperative doctoral study programs
Supporting mobility and international networks	Intensive promotion of support programs for international networking, mobility and publication	IO	Information events, creation and distribution of flyers, etc., number of applications submitted
	Obtaining funds to host academic conferences and symposia at Trier University of Applied Sciences	Dept.	Number of funded international conferences
	Combining and expanding existing informational and advisory services for guest researchers	IO, Dept.	Concept exists

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<sup>2</sup> Abbreviations: Dept. - Departments, Pres. - Presidency, IO - International Office, Admin. - Administration, PR - Public Relations

# INSTITUTIONAL ANCHORING

MANAGEMENT, MARKETING & ADMINISTRATION



Internationalization is a task for all members of the university. Trier University of Applied Sciences sees the expansion of strategic collaboration as a matter of particular importance and one that makes an essential contribution to international visibility and attractiveness. The employees in our service facilities play a particularly important role in the integration of our foreign guests. In order to foster this process, the welcoming culture and international competencies are to be strengthened through appropriate training and continuing education measures.

## MANAGEMENT: EXPANSION OF STRATEGIC COLLABORATION

International collaboration is a cornerstone of successful, vibrant internationalization. Thus, Trier University of Applied Sciences promotes maintaining and expanding the relationships involved in international cooperation at all levels. In order to increase the university's international added value, promote the sustainable use of resources and increase international visibility, Trier University of Applied Sciences strives to establish strategic partnerships in focus regions. These partnerships are understood by the university to be multi-dimensional, university-wide collaborations that are not simply relevant for a single department or for individual topics. In doing so, Trier University of Applied Sciences will connect in particular with the cooperation regions of the state of Rhineland-Palatinate. The focus will be on heterogeneous, international cooperation without a single-cultural focus on individual regions. In order to develop strategic partnerships, Trier

University of Applied Sciences aims to use the following criteria to assess existing and new collaborations in regard to their orientation, relevance and expansion potential to other departments:

- cross-field, cross-thematic and cross-departmental cooperation in line with the institutions' own priorities and development goals,
- comparability of the collaboration partner's size, facilities, goals and profile in regard to degree programs, research focus areas as well as possible beneficial complementary characteristics,
- attractive target region for all university groups and a region with future potential for study and research focus areas,
- international added value for the entire university according to institutional support through exchange of knowledge and experience, international benchmarking and network building,
- favorable political and national conditions, such as a shared value system and established funding programs for significant support
- particular focus on the promotion of the European project "European Universities Initiative" and on strengthening the Greater Region (UniGR)

By creating and enhancing collaboration programs, Trier University of Applied Sciences pays particular attention to developmental policy goals and the fulfillment of its social responsibilities, to knowledge exchange and to making a contribution to the global challenge of reaching the UN Sustainable Development Goals. The diverse, individual international relationships in the departments are complemented by the priorities set by the Presidency.

## MARKETING: INCREASING INTERNATIONAL VISIBILITY

In order for the university to have a more international orientation, especially regarding the increased acquisition of international students, it is necessary to increase the university's international visibility. To ensure that Trier University of Applied Sciences is internationally competitive and can distinguish itself, it is intensifying its marketing measures aimed at improving its international visibility.

These include its English-language website interface, print and online media, the participation in international trade fairs and additional advertising measures. The goal is to increase the attractiveness of the university in national, international and near-border competition and in collaboration with foreign universities and companies. Important multipliers, such as alumni, are already involved in marketing measures. However, in order to make better use of this potential for international university marketing in the future, Trier University of Applied Sciences sees the creation of an international alumni network as something to strive for. In doing so, it aims to make use of the potential benefits of the funding instruments from the Alumni Program for the German Higher Education Institutions of the German Federal Foreign Office (AA) and the Federal Ministry for Economic Cooperation and Development (BMZ).

## ADMINISTRATION: STRENGTHENING INTERNATIONAL ACTION-RELATED COMPETENCIES AND PROCESSES

In the internationalization process, it is also crucial to promote internationalization measures in our administration and thus to support internationalization throughout the entire university. In order to provide a proper welcome to the university for foreign guests, it is important, for example, that our service and advisory offers are also available in English as well as the university's internal email communication when international target groups are included. Additionally, relevant documents and information on the website will be made available in English.

The university's service facilities are often the first point of contact for international guests. Therefore, intercultural and internationally competent service facilities are a basic requirement for successful internationalization. Thus, university employees will receive additional support in regard to their international competencies. Particularly employees in the administration that have contact with international university members and guests or those that work in an international area will have the opportunity to take part in relevant continuing education programs. Structurally, these programs will be carried out by the Personnel Development department. The university will also support measures to promote staff mobility.

## OVERVIEW OF THE STRATEGIC GOALS AND MEASURES IN INSTITUTIONAL ANCHORING

STRATEGIC GOALS	MEASURES	RESPONSIBLE PARTY	BENCHMARK
Building strategic collaborations	Further developing a cooperation network according to strategic goals <sup>1</sup>	Pres., Dept., IO <sup>2</sup>	Developing a cooperation cluster and criteria catalog for strategic collaborations
	Maintaining existing strategic relevant collaborations (esp. in the Greater Region) and carrying out individual measures	Pres., Dept., IO	Number of contact trips and active exchanges
	Optimizing framework conditions in the area of collaboration, e.g. through sample cooperation agreements	Pres., IO, Admin	Template for cooperation agreement exists
Increasing international visibility through university marketing	Intensification of the university's international marketing measures	Dept., PR, IO	Number of realized marketing measures
	Creating an (international) alumni network	PR, IO	Concept exists and appropriate funding programs have been identified
Strengthening international action competencies and processes in the administration	Provision of relevant documents in English, where appropriate, and promotion of bilingual e-mail communication if international target groups are involved	Dept., Admin, IO	Essential forms, regulations and documents are available in English
	Services and advisory offers are available in English	Admin	Advisory concepts exist
	Continuing education for employees in the area of "international action competencies"	Admin, IO	Inclusion in the personnel development concept, offers exist
	Promotion of <i>staff mobility</i>	IO, Dept.	Conducted information events, solicited and provided funding

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# PERSPECTIVE



Internationalization is a continuous process for the entire university. Therefore, all members of the university are called upon to act in accordance with the value statements and thus contribute to an atmosphere of openness and cultural diversity. The professional implementation of the strategy will be accompanied by a central catalog of measures and equivalent departmental implementation plans, all of which will be regularly evaluated.

## IMPRINT

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