Erasmus Strategy Statement 2021-2027 University of Strasbourg

The University of Strasbourg has adopted a strategic policy document entitled "**University of Strasbourg 2030**," which was approved by the University Congress on January 20, 2020, to define its vision and key priorities for 2030. This vision is based on four pillars: an international, creative, open, and inclusive university.

The document is attached as an appendix, and the key elements are summarized below:

An international university. *Located in the heart of Europe, the University of Strasbourg now has more than 750 international partnerships, nearly 20% of its students are foreign, and its staff comes from more than 80 different countries. With the EPICUR alliance of European universities and the EUCOR trinational European campus, these assets are an important lever for its scientific influence, for the learning of its students, and for the development of its staff.* **Our university must go even further and offer each of its members concrete opportunities to forge international links, through collaborations and mobility, of course, but also through a campus life shared between students and staff of multiple nationalities.**

A creative university. *Our university has always stood out for its pioneering spirit and capacity for innovation in research, education, and its relations with society. It must assert itself as a space for creativity for our entire community. Supporting this creativity means giving everyone the means to take initiative and get involved collectively. An integral part of the scientific process,* **this creativity must also be expressed in our training programs and teaching practices. It must be found within our campuses themselves to foster a culture of engagement and social innovation. Finally, it must be reflected in the agility of our organization and its ability to invent simpler and more collaborative administrative methods, particularly through the use of digital technology.**

An open university. *The University of Strasbourg is a key player in its region, with campuses in the heart of the city and a leading role in Alsace, the Grand Est region, and its cross-border area. Attuned to the socio-economic world, it must assert itself as an essential partner in technological innovation, entrepreneurship, and lifelong learning.* **It must also distinguish itself through its ability to disseminate knowledge in order to inform public debate and foster the critical thinking necessary for both innovation in organizations and democratic life. This openness is essential in order to help meet the major challenges of our time, whether societal, economic, or environmental.**

An **inclusive university**. *Our community is rich above all in the diversity of its members, and it must strive to make this an asset for the benefit of all, condemning all forms of racism and discrimination. It has a major role to play in promoting diversity, particularly in terms of gender equality, social diversity, interculturality, and also in taking into account situations of disability. This diversity helps to develop a spirit of openness and a sense of community.* **It must be a source of improvement for all, for example in terms of innovation in our projects, mutual support and shared life on campus, and relationships with our partners and alumni.**

To achieve this vision, our university must draw on both large-scale projects and the many initiatives constantly being launched within our 35 educational departments, 72 research units, and 30 support services. The work involved in developing this strategic policy document has enabled us to establish strategic areas of development that serve the missions at the heart of our university. (https://www.unistra.fr/index.php?id=31s24)

The International Relations [Policy 2018-2021](#) is part of this vision. It was developed in 2017 using a dual bottom-up/top-down approach, taking into account four criteria: partnerships that have a significant impact at the institutional level, partnerships that have a significant impact at the faculty and research unit level, international networks, and local territorial impact. This approach makes it possible to describe a dynamic typology of partnerships:

   a) strategic partnerships: for example, Germany, Canada, Japan, Azerbaijan (Franco-Azerbaijani University), United Kingdom;
   b) partnerships to be strengthened: for example, Australia, the United States, the Chinese world, India, South Africa, Central and Eastern Europe;
   c) partnerships to explore and develop: for example, Morocco, Brazil, Mexico, Russia, West Africa, Korea.

The University of Strasbourg's International Relations policy has four objectives:

1) **The first objective of the International Relations policy is to enhance the international appeal of the University of Strasbourg and to boost mobility for all audiences**. Since 2017, several initiatives and actions have been implemented to achieve this objective:

   a) the design and development of a short-term mobility model: the introduction of short disciplinary programs in English for international students. This mobility model meets the needs of our international partners, particularly those in English-speaking countries and Asia. This type of program, delivered in English, will also be open to students at the University of Strasbourg, in order to prepare them for their future international mobility and to experience internationalization *at home*.

   b) The International University House (MUI), which opened in 201s, is the iconic venue for international hospitality. The strong support of local authorities for this project demonstrates the region's commitment to the international visibility of the University of Strasbourg and the City and Eurometropolis of Strasbourg. Today, the MUI brings together the various central services of the University that welcome the University's international community: the International Relations Department, with the Erasmus+ Mobility Center and the Non-Erasmus+ Mobility Center; the Euraxess Center of the Research and Development Department; the Office of the EGTC of the trinational alliance "Eucor – The European Campus"; the International Student and Migrant Welcome Office of the University Life Department.

   c) Reflection on the recognition and promotion of international administrative mobility has been a key initiative. At the initiative of the Vice President for International Relations, a working group composed of administrative staff developed a range of proposals on the recognition of international mobility for administrative staff. The reflection led to concrete proposals that were discussed with the Vice President for Human Resources. The result, since 2018, has been recognition and financial support from the Human Resources Department for *staff weeks* targeting the objectives of the University's staff continuing education policy. In 2017, the University of Strasbourg was awarded the "HR Excellence in

Research" label by the European Commission for its commitment to the European human resources strategy for researchers (HRS4R).

d) The redesign of the pages relating to international relations on the institution's website, administrative simplification, and the transition to paperless mobility support for all audiences have facilitated and promoted international mobility within the university community. For example, these changes have boosted the international mobility of administrative staff. While in 2017 there were three outgoing Erasmus+ administrative mobility programs, this figure rose to seven outgoing international mobility programs in 2018, reaching 18 outgoing mobility programs in 2019. The organization in Strasbourg of a *staff week* on the promotion and organization of mobility with ERASMUS+ MIC partners from Australia, Azerbaijan, Serbia, and Ukraine in June 201s was an opportunity to bring internationalization *at home* to life for the administrative staff of the faculties dedicated to IR.

e) Building on this momentum, the University of Strasbourg applied for the "Bienvenue en France" label in December 2018. In July 2019, it was awarded this label with 3 stars (the maximum number) for a period of 4 years for the quality of its welcome to international students. As a winner of dedicated "Bienvenue en France" calls for projects, the University is committed to a process of continuous improvement in its support for different international audiences. The three objectives are: to promote best practices and existing welcome services; to build a shared vision of welcome services and associated needs; and to strengthen and develop welcome mechanisms.

2) **The second objective of the International Relations policy is to strengthen the coordination of international education and research.**

With this in mind, bringing together all of the University of Strasbourg's international stakeholders and those of its associated research organizations (CNRS, INSERM, INRA, etc.) has made it possible to structure initiatives relating to both international education and research. One result of this is the University of Strasbourg's involvement in the CNRS's international strategy through a proposal for financial support for calls for projects for "International Associated Laboratories" (LIA).

In 2018, the International Relations Research Correspondents network was created at the University of Strasbourg. It is run by the Vice-Presidency for International Relations and facilitates the exchange and dissemination of best practices within research laboratories.

3) **The third objective of the International Relations policy is to share our scientific and academic experience and expertise.**

The University of Strasbourg was involved in the institutional twinning program "Support for the strengthening of the higher education system in Azerbaijan" coordinated by France Education International between January 2018 and December 2019.

Since 2014, the Single Engineering Center, a one-stop shop for all university services, has been pooling the skills of the University's central services to support and advise project leaders in the various phases of development and management of national and international projects. The International Relations Department, a founding member of the PUI, is responsible for international programs related to training, capacity and skills development, and strategic partnerships, including Erasmus+ KA1, KA2, and KA3 projects.

A dedicated and specialized team at the International Relations Department advises and supports project leaders in putting together their applications and, for selected projects, provides ongoing support throughout the project in legal, financial, and administrative matters. This team is also responsible for monitoring developments and providing training and information to potential project leaders at the University.

Since 2014, the PUI has supported 10 projects under the Erasmus+ program, 30 of which have been funded and 1 of which is awaiting results. The University of Strasbourg has positioned itself across all areas of the Erasmus+ program, participating since 2014 in eight Jean Monnet activities, one Sport program project, one Knowledge Alliance, one European University (EPICUR), one Capacity Building project, and eight Strategic Partnerships.

4) **The fourth objective of the International Relations policy aims to go beyond bilateral cooperation to develop network cooperation.**

Building networked cooperation is an essential model of international cooperation that will enable the University of Strasbourg to meet the challenges of today and tomorrow, particularly those related to globalization, such as fierce competition, the issue of resources, and digital transformation.

This network-based cooperation model will enable us to move beyond bilateral cooperation and bring together our various partnerships with targeted institutions in order to further explore key common themes in a complementary manner and develop interdisciplinary and cross-disciplinary cooperation at the international level. Ultimately, this alliance will enhance the reputation of French engineering and promote the values of European academic culture. This focus is strongly supported by the Initiative d'Excellence (IdEx) program, of which the University of Strasbourg has been a perennial winner since 201s.