



International Experience

Strategic Networks

Sustainable Ideas

Internationalization Strategy of the Julius-Maximilians-Universität Würzburg



Science for Society

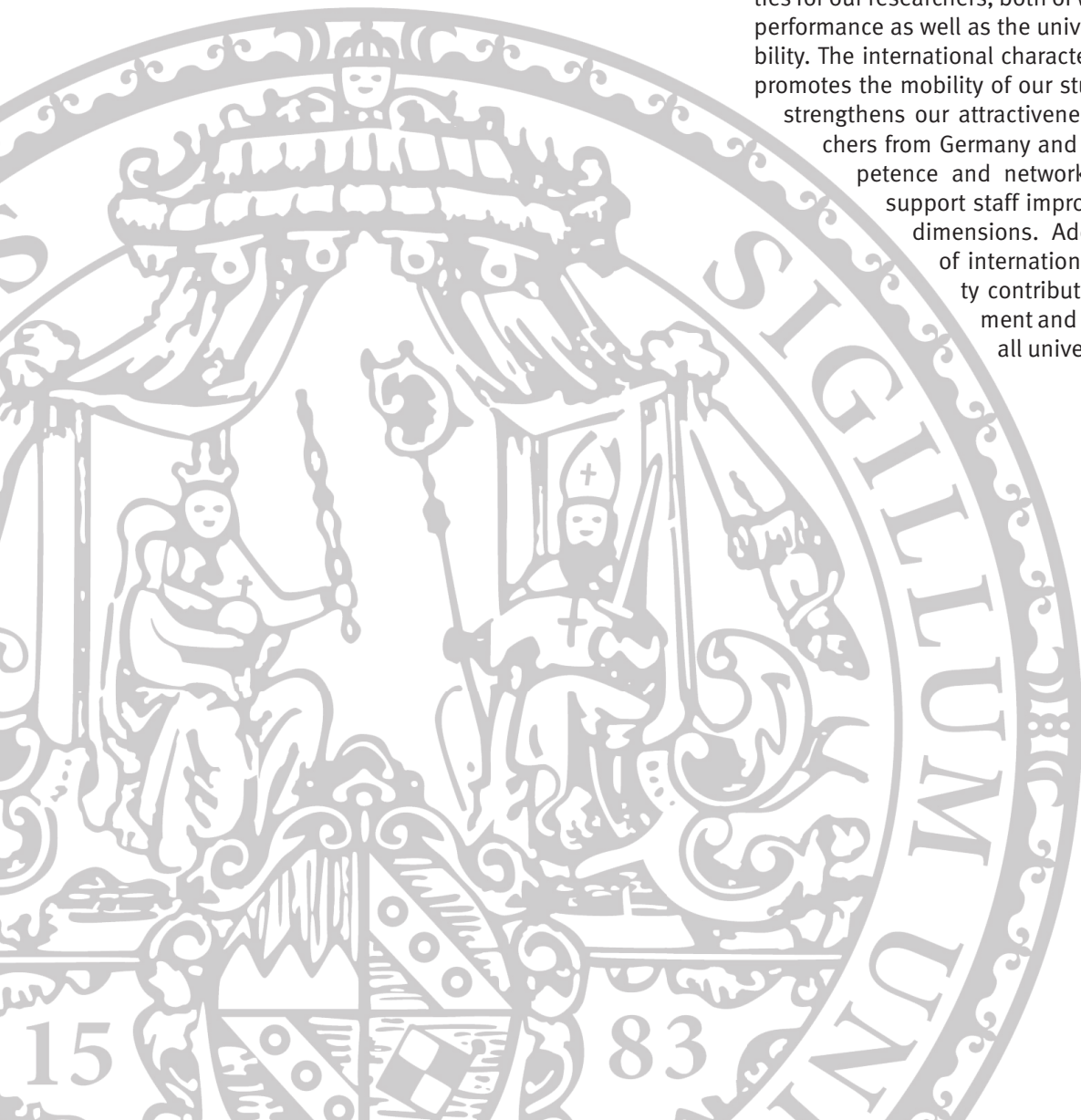
Julius-Maximilians-Universität Würzburg

Who We Are

The Julius-Maximilians-University Würzburg (JMU) is a traditional comprehensive university that offers a broad range of subjects. As one of the leading research universities in Germany, we constantly earn top positions in international university rankings. We see the regularly outstanding achievements we celebrate from past and present research and teaching as a commitment to future excellence.

We understand JMU's internationality as a prerequisite for top-tier research, excellent teaching and the successful development of the university in various facets. Committed to the university's motto „Science for Society“, we view international cooperation as JMU's contribution to solving global challenges, strengthening democracy and fostering peaceful global coexistence.

Internationalization describes the path towards greater internationality, which manifests itself in two dimensions: cooperation with other countries and internationality on site (@home). Internationality takes many different forms, including international mobility and networking opportunities for our researchers, both of which enhance researchers' performance as well as the university's reputation and visibility. The international character of research and teaching promotes the mobility of our students and academics and strengthens our attractiveness to students and researchers from Germany and abroad. International competence and networking among our academic support staff improve the foundation for both dimensions. Additionally, diverse formats of international cooperation and mobility contribute to the personal development and intercultural competence of all university members.



Our Mission

Internationalization requires the continuous development of all areas of our university, i.e. research, teaching, transfer and administration. Likewise, internationality is a culture that affects all aspects of the university. As an ongoing process, internationalization places high demands on all members of the university. This integral cross-sectional task can only be achieved through the committed cooperation of all involved parties, as well as a structural embeddedness within the institution. At the same time, internationalization contributes to the development of all areas of the university. Despite the cross-sectional function of internationalization, many tasks in international cooperation require further specialization and centralization.

We anticipate the following positive outcomes from the implementation of this internationalization strategy:

- Increased international visibility and reputation of JMU,
- Enhanced attractiveness as a destination for international researchers and students,
- Recruitment and retention of excellent international researchers,
- Establishment of long-term and sustainable relationships with international students, researchers and visiting academics
- Institutionalization of internationality at JMU, taking into account society, sustainability and diversity.

Internationalization and internationality at JMU are addressed in four fields of action (Table 1). Each field of action is assigned topics for which sub-goals and measures are defined. The topics are explained and the planned measures outlined below. The objectives are specified and made measurable in a separate table¹.

FIELDS OF ACTION

I. International Profile and Networking

II. Internationalization@Home

III. Governance International

IV. International Alumni Work

TOPICS

- a) Partnerships and Cooperationen
- b) Networks
- c) Mobility
- d) Global Responsibility, Sustainability and Resilience

- a) Welcoming Culture
- b) Internationality or Research
- c) Internationality of Teaching and Study
- d) International Transfer

- a) Organization
- b) Processes
- c) Quality Assurance and Evaluation

- a) JMU Community

¹ To be found here: <https://www.uni-wuerzburg.de/en/university/internationalisation/>

Implementation of Targets and Measures

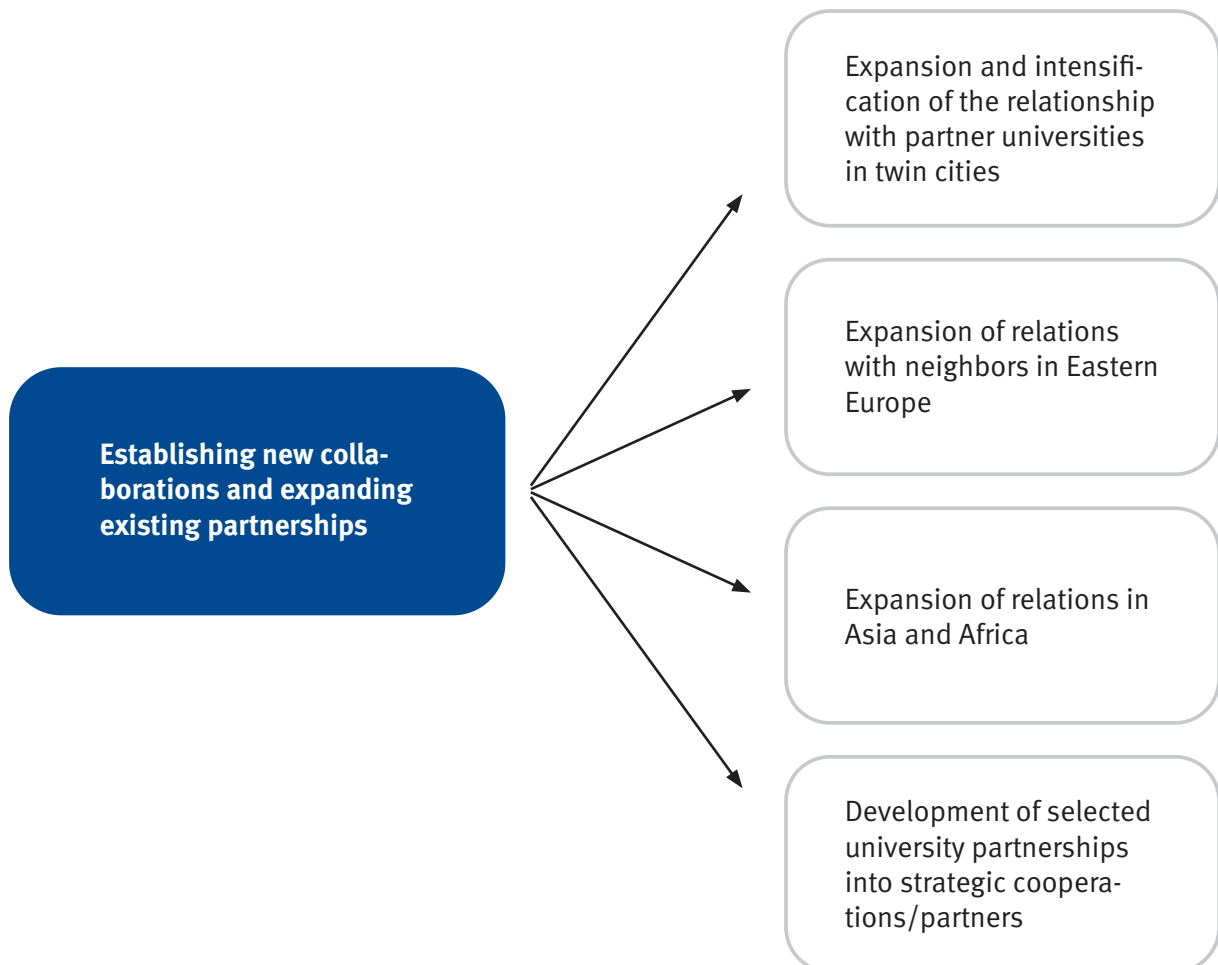
I. International Profile and Networking

a) Partnerships and Cooperations

JMU maintains numerous and diverse partnerships and cooperations with universities across the globe. These connections significantly strengthen JMU's profile and capabilities. They create exchange opportunities for all university members and offer students in particular the opportunity to combine their studies in Würzburg with a stay abroad. International networking enables students to learn from international "best practices", fosters academic excellence, and supports the optimal use of available resources. Si-

multaneously, these partnerships and cooperations make JMU attractive to (visiting) researchers and (exchange) students.

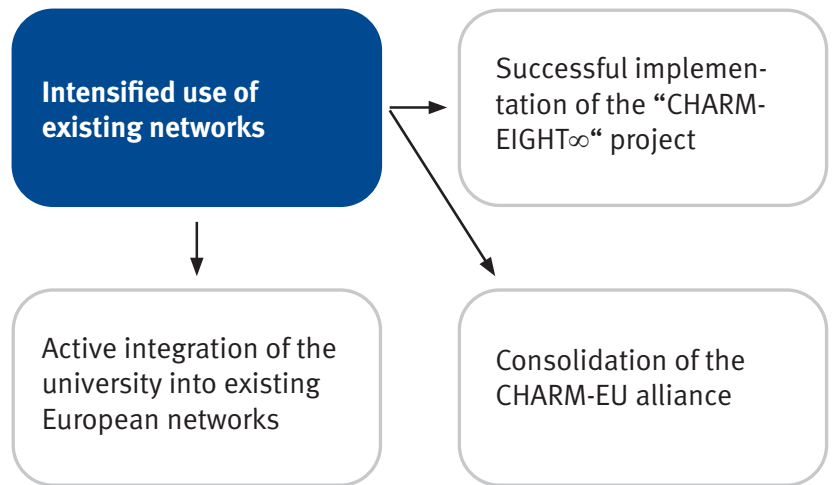
JMU maintains special partnerships with universities in cities twinned with Würzburg. These partnerships are to be strengthened and intensified. In addition, we intend to establish strategic partnerships with selected partner universities.



b) Networks

JMU is a member of various international university networks. JMU is actively engaged in the European university community: since 1985 as a founding member of the Coimbra Group and a member of the European University Association (EUA). Since joining the European University Alliance CHARM-EU² in 2022, we have intensified our cooperation at the European level.

CHARM-EU and the Coimbra Group exemplify JMU’s commitment to generating knowledge for society on an international scale. Through these affiliations, JMU gains enhanced access to information and best practices in European higher education and research policies and can exert influence in return. Collaboration within CHARM-EU expands JMU’s range of courses and educational offerings, contributes to innovation in teaching, and creates additional opportunities for international research collaborations and administrative cooperation.



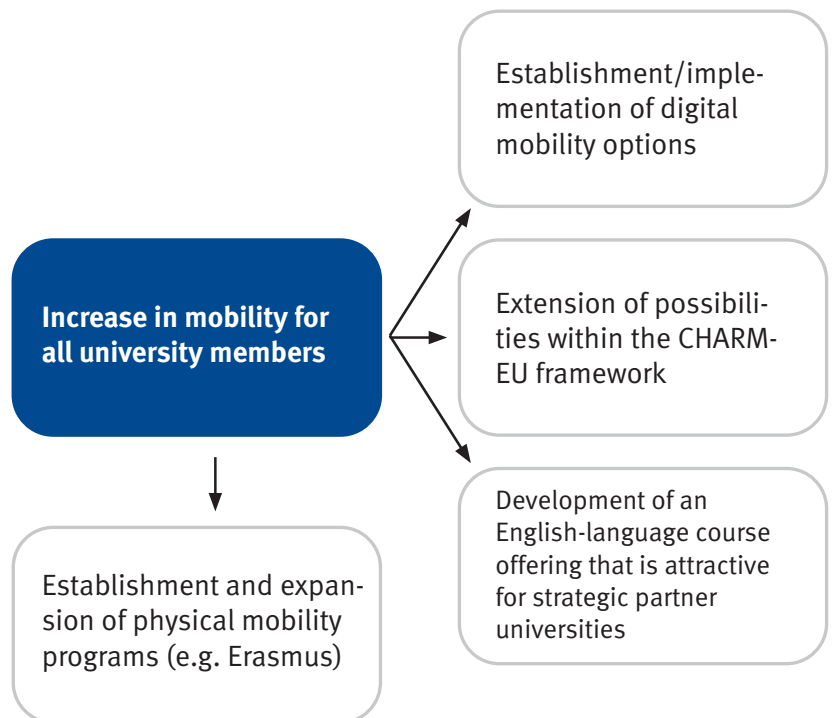
We will remain a member of the international networks in which JMU operates and utilize them even more intensively in the future.

A notable example of this is the organization of the Coimbra Group Annual Conference in 2027.

c) Mobility

International exchange is central to enhancing the understanding of diverse cultures, nationalities, and languages at JMU and promoting careers. This applies to research, teaching and studies as well as to the everyday work of our academic support staff. Based on our global collaborations and partner universities, we offer a wide range of exchange opportunities and mobility scholarships specifically tailored to the individual needs of the various target groups. In this context, the Erasmus+ program, which promotes mobility in Europe and beyond, is of great importance to the university.

In addition to traditional mobility, virtual and hybrid teaching formats are gaining significance. The necessary alterations to teaching triggered by the COVID-19 pandemic considerably boosted JMU’s capabilities in utilizing participatory digital formats for international teaching and networking. These formats are intended to complement rather than replace physical mobility by providing flexibility in teaching and learning scenarios, expanding cooperation experiences,



² CHARM-EU stands for Challenge-driven, Accessible, Research-based, Mobile European University. The alliance was established in 2019 as part of the European University Initiative and currently includes eight universities (Abo Akademi, Barcelona, Bergen, Eötvös Loránd, Montpellier, Trinity College Dublin, Utrecht, Würzburg) as well as the Hochschule Ruhr-West. The alliance is currently funded by the EU through the project „CHARM-EIGHT∞“ for the years 2023-2026.

and allowing those who cannot physically move to participate in internationalization.

To promote physical mobility, JMU is setting up specific funding programs for early-career researchers. At the same time, we expand the range of “Staff Mobility”-opportunities for our academic support staff.

Semester schedules abroad sometimes differ from those in Bavaria, and some countries’ university systems rely on tu-

ition fees. These differences complicate student exchanges and the development of mobility schemes. To address these obstacles, JMU has developed models, such as the „Insight“ program and the „Summer Program“ for students at UT Austin, that help international students overcome these hurdles and allow JMU students to attend partner universities without paying tuition fees. Building on these experiences, JMU aims to develop additional, thematically focused opportunities for students from strategic partner universities.

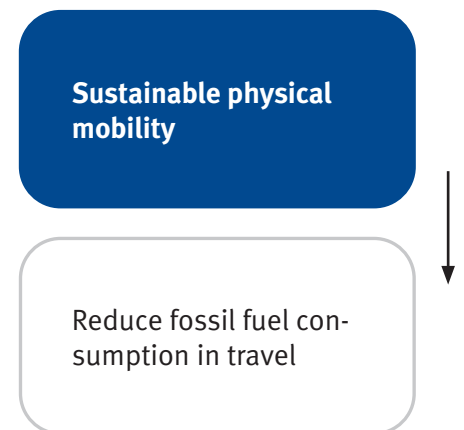
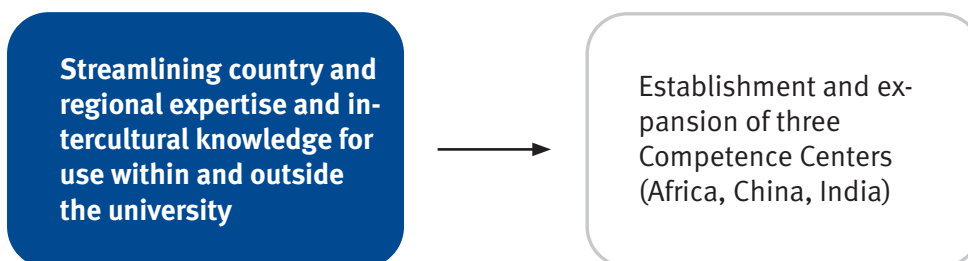
d) Global Responsibility, Sustainability and Resilience

The University of Würzburg pursues a strategy that informs and connects its researchers. Among other benefits networking facilitates the exchange of international cooperation experiences. The university supports this goal by establishing and consolidating Competence Centers for Africa, China and India.

It is important to our university that we maintain international exchange even in difficult times. In the event of international crises with a potential cross-border impact on academic activities, the University Board establishes crisis teams appropriate to the situation. Within the scope of its capabilities and partnerships, JMU participates in initiatives to support researchers in need. Aware of its responsibility to safeguard academic freedom and research security, JMU has implemented processes to review international collaborations.

The JMU diversity concept³ stresses our responsibility to promote a diverse university culture in all areas of the organization, to counter discrimination, and to provide all students and staff with conditions that fully support the development of their potential. Like JMU’s diversity concept, the university’s sustainability strategy⁴ is significant for our international activities and partnerships.

We understand sustainability as the successful implementation of the United Nations’ 17 Sustainable Development Goals (SDGs). Ideas that incorporate sustainability in internationalization, such as digital mobility formats or the promotion and use of sustainable physical mobility, contribute to the successful implementation of SDGs. Other examples include incentives to avoid air travel for Erasmus+ mobility programs or the Erasmus+ Interrail Pass, which is supported by the Coimbra Group. The university’s international courses and the joint master’s programs within the CHARM-EU alliance also reflect the importance we attribute to sustainable development.



³ https://www.uni-wuerzburg.de/fileadmin/38140060/2024/Diversitaetskonzept_2023_ohne_Tabelle_DE_UA.pdf

⁴ <https://www.uni-wuerzburg.de/en/university/sustainability/>

II. Internationalization@Home

Internationalization@Home significantly contributes to the international character of JMU. It aims to internationalize all core areas of the university and lays the foundations for the successful integration of international university members. It enables all JMU members to experience international encounters and build networks in Würzburg.

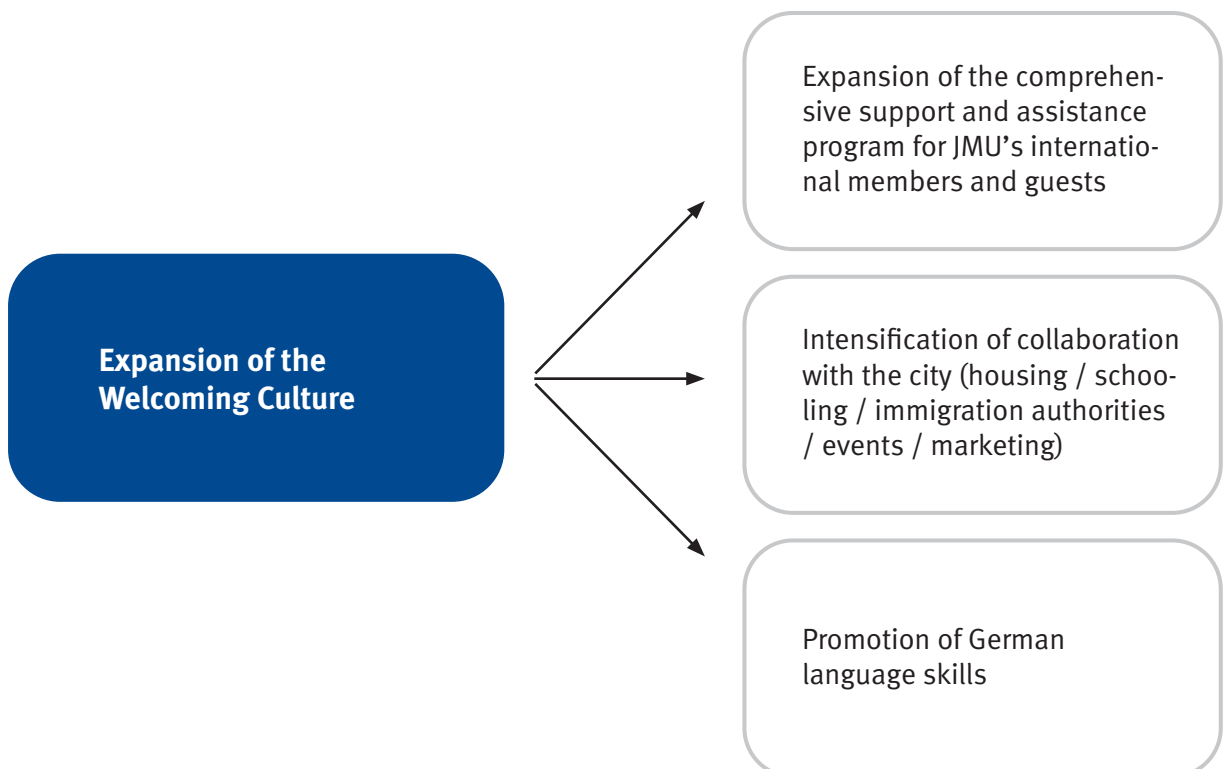
a. Welcoming Culture

A vibrant welcoming culture is at the core of JMU's internationalization efforts. The university strives to ensure that its members feel at home and identify as part of the university community. Integration is a key factor for social sustainability and the satisfaction of JMU members. In turn, it boosts academic performance and lays the groundwork for lifelong loyalty to JMU.

The attractiveness of the city of Würzburg significantly contributes to this welcoming culture. At the same time, as an internationally renowned and recognized university, JMU contributes to the appeal of the city of Würzburg and the region of Lower Franconia.

JMU offers comprehensive (administrative) support and assistance for international guests. The Service Center International Transfer (SINT, responsible for all processes related to international mobility and Erasmus+), the Welcome Center (contact point for the integration of academics into life at JMU), the Language Center, the SCIAS (Siebold Collegium of Advanced Studies), the Family Services and the JMU Community Office (see IV) are critical points of contact for international guests. Programs such as "Global Systems and Intercultural Competence" (GSiK) and various other initiatives, including those led at the student level, contribute to inclusion and intercultural exchange within the university community.

We constantly work on improving conditions for integrating our international members into university life. We place significant importance on recruiting international full-time students and supporting them throughout their entire student life cycle. To facilitate the social integration of our international members, the university collaborates closely with the city and region, promotes the multilingual competence of students, and equips foreign-language students with sufficient knowledge of the German language.



b) Internationality of Research

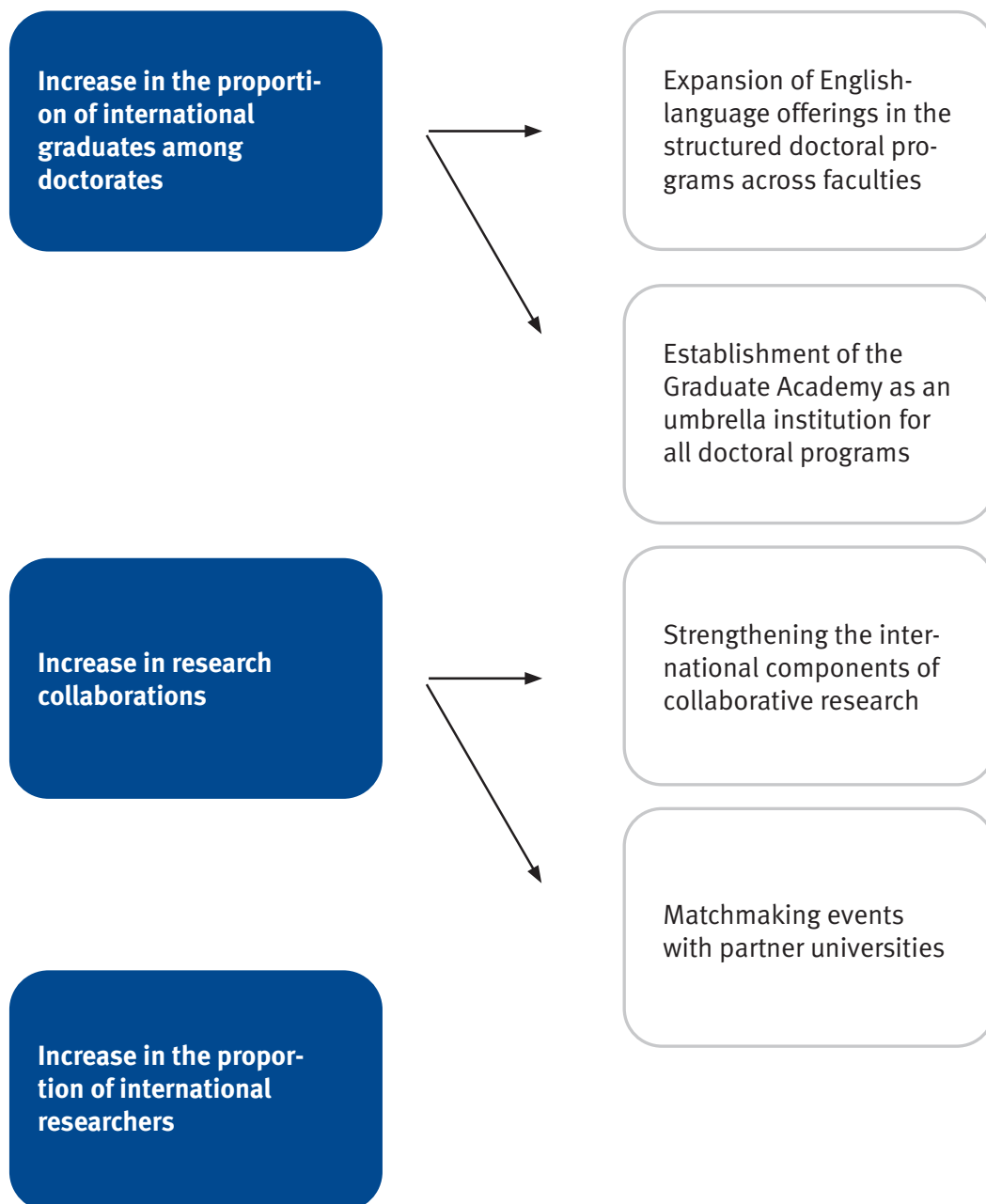
Internationality is a crucial component of many scientific careers. It is based on the international mobility of researchers, their participation in and organization of international conferences, and their international cooperation in research projects. This in turn leads to international co-publications and research successes. In addition, international collaborations are often prerequisites for acquiring third-party research funding.

Our welcoming culture contributes to this internationality by making JMU an attractive place for researchers to visit and integrate into their careers. The international character of JMU's research is reflected not only in international co-publications or externally funded projects, but also in the

number of international doctoral students, visiting researchers, and international appointments.

JMU aims to increase the proportion of international graduates among its doctoral candidates. To this aim, the English-language courses offered within the faculties' structured doctoral programs will be expanded where appropriate. The JMU Graduate Academy, currently under development, will serve as an umbrella for all doctoral programs.

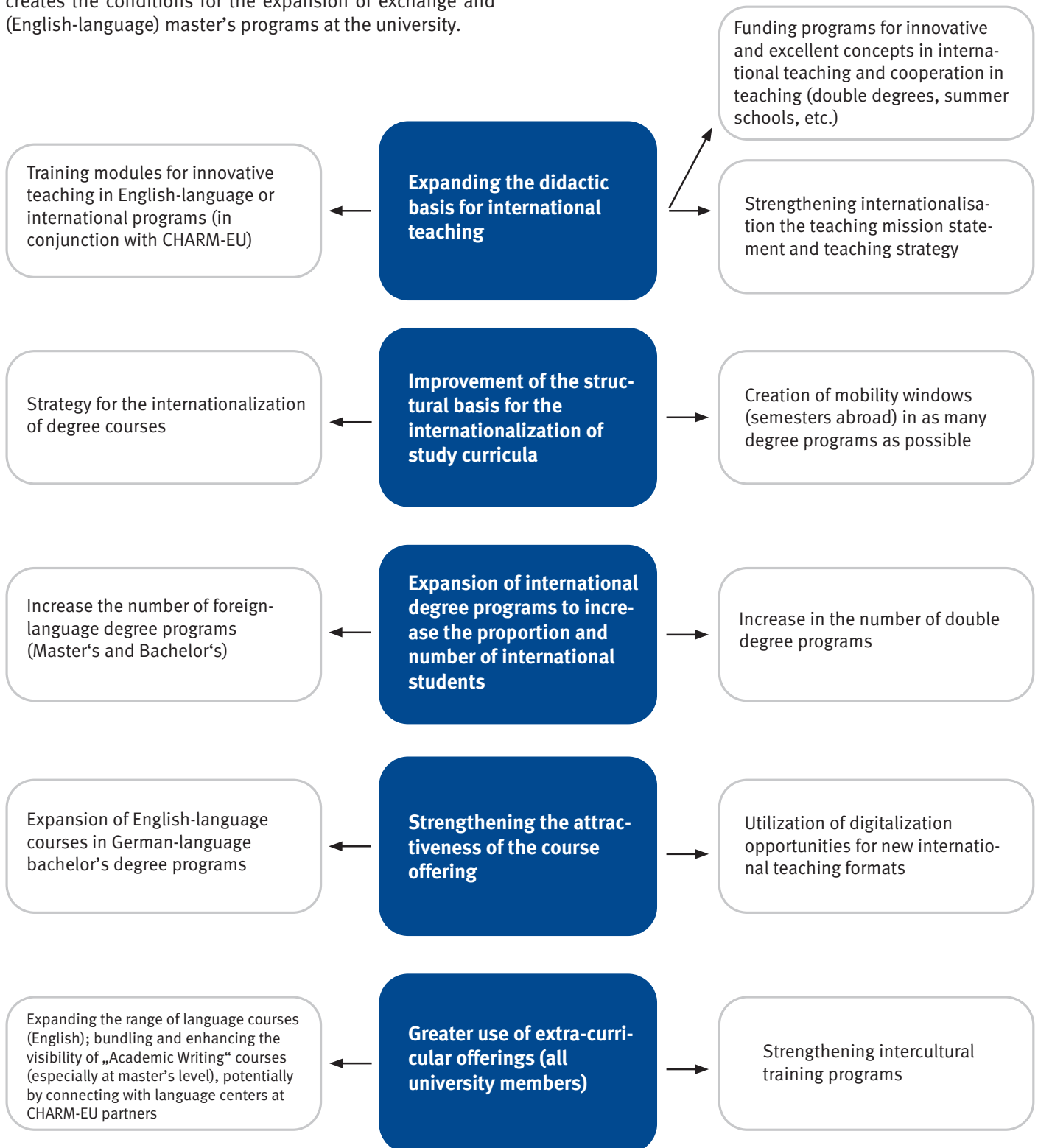
JMU promotes the initiation of international research collaborations and joint research projects by supporting its researchers in delegation trips and matchmaking events.



c) Internationality of Studies and Teaching

JMU views the internationalization of studies and teaching as a contribution to the excellent education and preparation of its students and researchers for the global and competitive scientific and professional environment. Additionally, Internationality@home enhances JMU's appeal to international (exchange) students, who come to JMU via a large variety of routes and programs. Internationality@home thus creates the conditions for the expansion of exchange and (English-language) master's programs at the university.

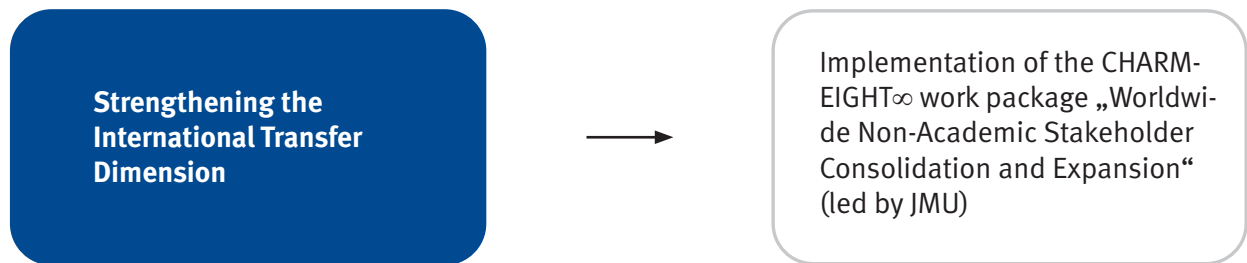
Improved structural and didactic foundations support the expansion of our international degree programs. Foreign-language course content and innovative teaching methods strengthen the range of courses on offer and their suitability for exchange programs and Erasmus+ cooperations.



d) International Transfer

Transfer describes activities through which knowledge is exchanged in a dialog between the university and society. At JMU, there is a wide range of expertise derived from international cooperations and projects, as well as from subjects/disciplines specializing in languages, societies or systems of other countries. The university shares this experience and the corresponding expertise through various formats such as lecture series, courses, presentations and projects or through its participation in the annual Africa Festival. Key players are the three regional Competence Centers, which also serve as contacts for transfer requests.

For businesses, thinking and acting internationally is a fundamental prerequisite for competitiveness. Well-trained specialists who, in addition to their professional qualifications, possess language skills and intercultural competencies, are the foundation of economic internationalization. In this respect, JMU's internationalization of teaching and research supports the regional economy. Furthermore, JMU is committed by its membership in the CHARM-EU alliance to networking transfer activities with regional ecosystems at partner universities.



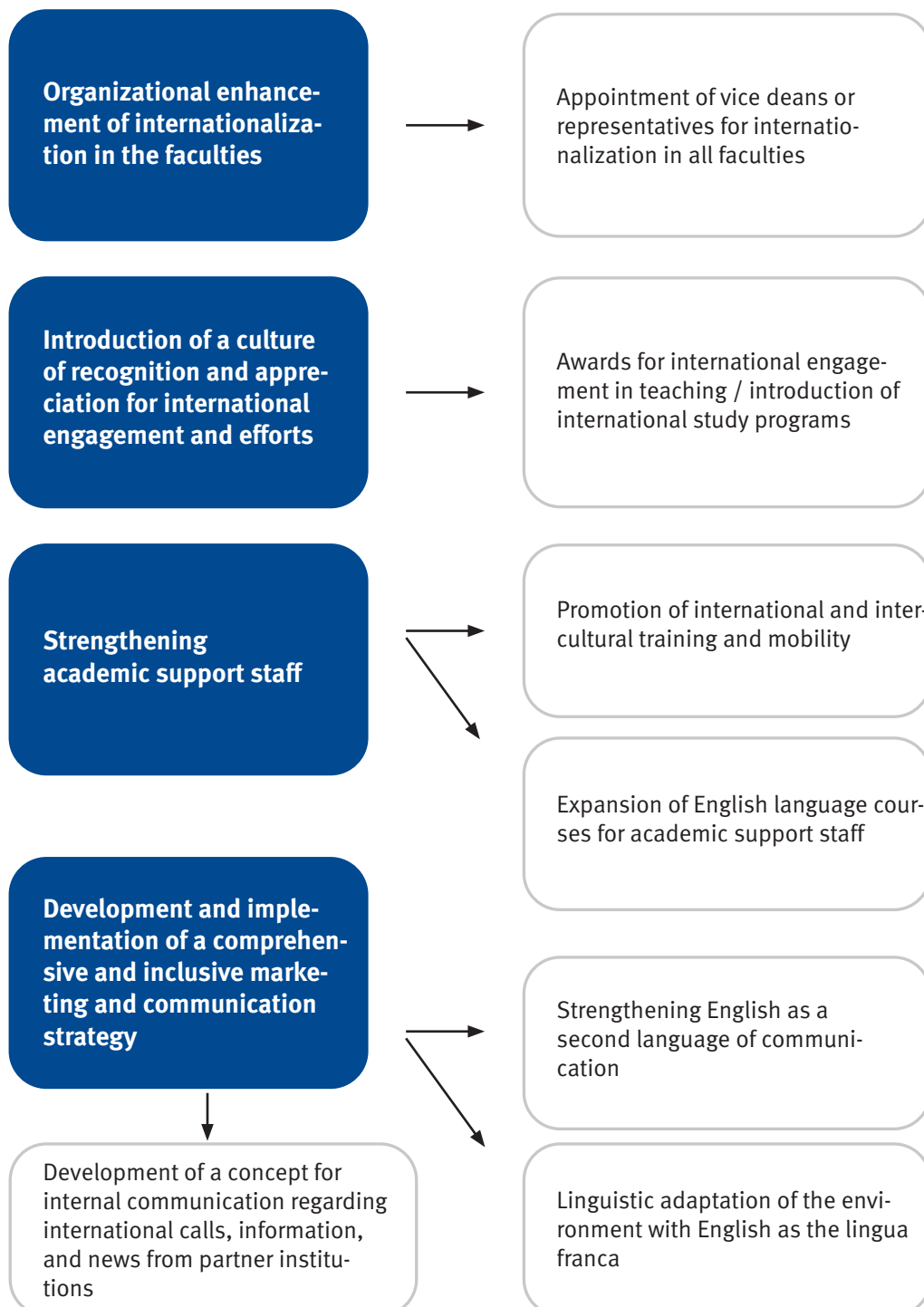
III. International Governance

Our University Board places great importance on internationalization, as evidenced by the fact that a vice presidency for „Internationalization and Alumni“ is dedicated to this area of responsibility. The Vice President for Internationalization and Alumni also heads the Internationalization Commission, which is composed of representatives from all faculties and status groups. The commission meets at least once a semester to discuss current internationalization issues.

a) Organization

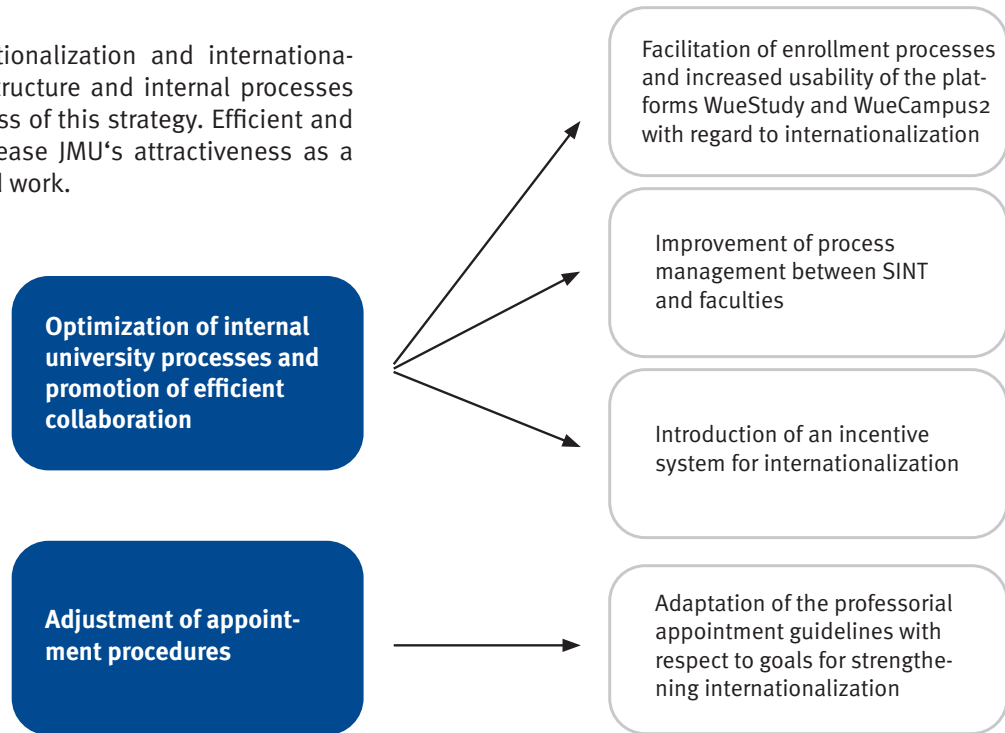
Internationality can only be achieved if the entire organization, including the academic support staff, is involved. At JMU, the organizational units mentioned under II. a) and their resources are of utmost importance. In addition, internationality must be considered and valued constantly across all areas of the university.

JMU aims to establish a culture of recognition and appreciation for international engagement as a guiding framework. Existing competencies should be further consolidated, purposefully utilized, and communicated.



b) Processes

The integration of internationalization and internationality in the organizational structure and internal processes at JMU is vital for the success of this strategy. Efficient and transparent processes increase JMU’s attractiveness as a place of study, research and work.



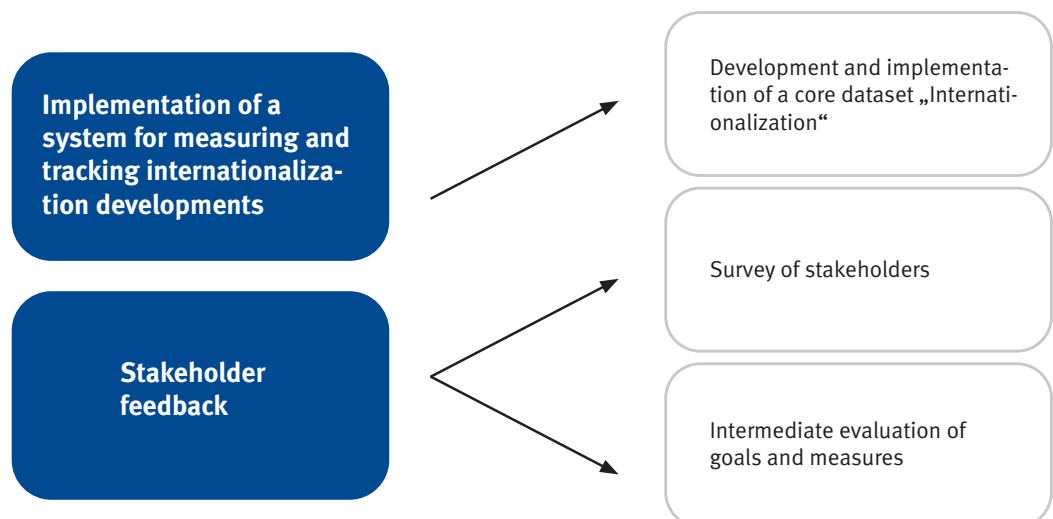
c) Quality Assurance and Evaluation

JMU recognizes that in international cooperation universities face growing expectations to capture their international activities with data. Moreover, we see a growing public demand for transparency regarding international collaborations, particularly with authoritarian states.

Furthermore, for the development of strategic international partnerships, it is useful to collect data on international cooperations and the mobility of students, researchers and academic support staff. In addition, project applications in national and international contexts often require the ability to provide data on internationality, especially student mobility, quickly and reliably. Importantly, good information management facilitates the support of our international

members and guests. It also creates a basis for strategically supporting international cooperation at the faculty level and in efforts to strengthen science diplomacy.

Therefore, we will systematically record our diverse international activities, collaborations and achievements in research and teaching as well as our mobility data in a core dataset. As a system for measuring and tracking internationalization developments, this core dataset will inform the (further) development and implementation of our strategic internationalization goals. In addition, the measures and progress of the internationalization strategy will be evaluated in a survey in 2027.

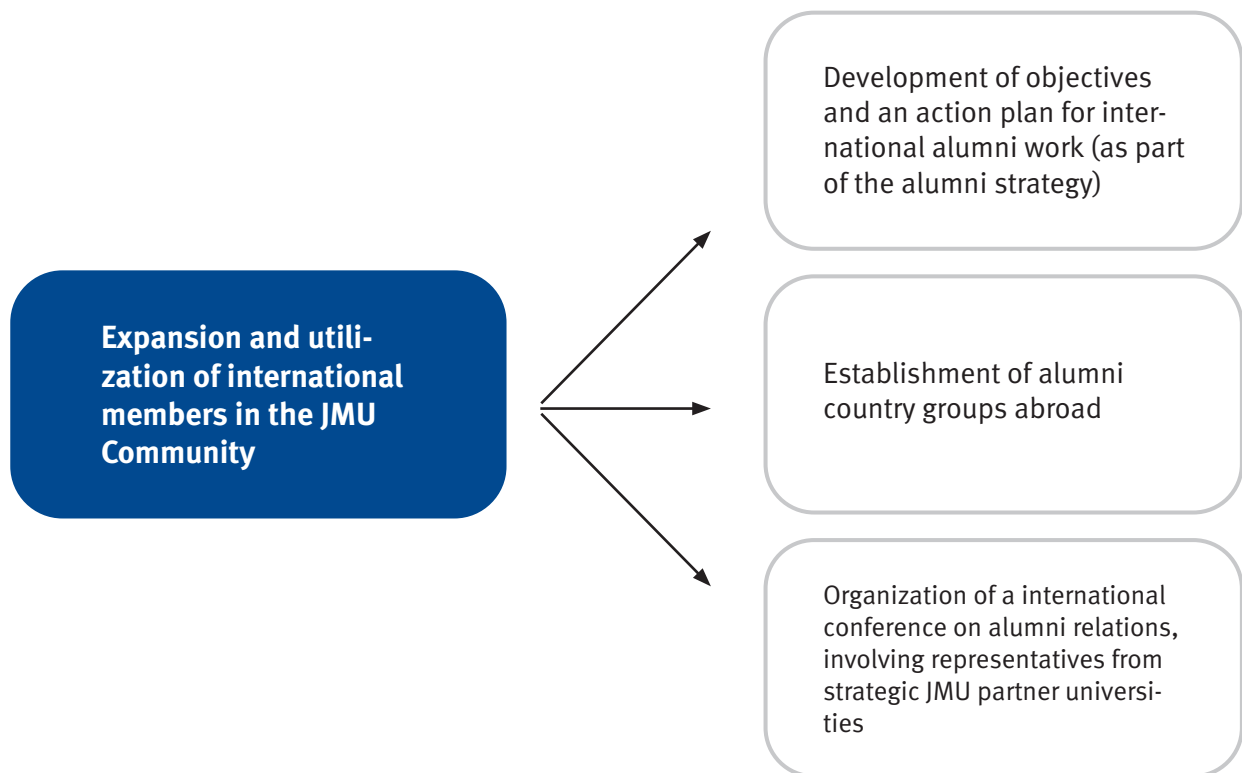


IV. International Alumni Work

At JMU, we attach great importance to the long-term affinity of our current and former members and guests. We regard both groups as members of the JMU community. The international members of JMU contribute to the university's international reputation as ‚ambassadors‘. They facilitate international research collaborations, serve as contacts abroad, and promote the development of JMU.

Through our international alumni activities, we maintain relationships with our international members and guests and reach out to former members of our university who live abroad.

Building on the success of alumni work to date, the University Board is developing a strategy for alumni work up to 2030 in close cooperation with the Alumni Office. An aspect of this strategy involves a concept for expanding our international alumni work, which will support the transition from network building to a more intensive use of these networks at the university. In this context, JMU aims to establish alumni country groups abroad and plans to organize a conference on university alumni work with its key partner universities.



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