

Attachment "Goals, Measures and Indicators" (ZIM Table) for Julius-Maximilians-Universität Würzburg's Internationalization Strategy

Increase JMU's international visibility and reputation

Continuing to make JMU an attractive destination for international researchers and students

Positive outcomes anticipated from the implementation of the strategy

Attracting and hiring excellent academics and professors

Establishing long-lasting and sustainable relationships with international students, researchers and guest lecturers

Institutionalizing a focus on internationalism, while adhering to the principles of sustainability, diversity, and society

Legend

VP Internationalization = Vice President of Internationalization and Alumni, VP Research = Vice President of Research and Academic Career Development, VP Education = VP of Learning, Teaching, and Quality Management, VP Innovation = Vice President of Innovation and Knowledge Transfer, VP Sustainability = Vice President of Equal Opportunity, Career Planning and Sustainability

Dept. 1 SINT = Service Center International Transfer

contd.= ongoing ; UA = University Agreement with the State of Bavaria

Explanation of the colors: Indicators with a blue background are intended for the core data set internationalization, indicators with a grey background are currently not part of the core data set.

Internationalization by fields of action and themes

Field of Action	Topic	Goals	Measures / sub-goals by 2027	Indicator	Deadline	Key dataset	Responsible party (+ Involvement)
International Profile and Network	Partnerships and Cooperations	Building new cooperations while expanding existing partnerships	Development of selected university partnerships into strategic cooperations/ partners	Visits to partner universities with presentation / campaigns	contd. until 2027		VP Internationalization
			Improving and expanding relations with Eastern European neighbors	Establishing a status quo	2025		VP Internationalization
				Develop a concept	2025		VP Internationalization
			Improving and expanding relations with Asia and Africa	Visits to partner universities with presentation / campaigns	contd.		VP Internationalization
				Establishing a status quo	2025		VP Internationalization
			Develop a concept	2025		VP Internationalization	
			Developing partnerships and cooperations with specifically chosen institutions of higher education	Visits to partner universities with presentation / campaigns	contd.		VP Internationalization
				Develop a concept	2025		VP Internationalization
			Number of strategic partnerships			VP Internationalization	
	Number of strategic partnerships		X	VP Internationalization			
	Networks	Intensified use of existing networks	Successful implementation of the CHARM-8 project	CHARM-8 KPIs	until the end of 2026		VP Internationalization
			Consolidation of the CHARM-EU Alliance	Application for new funding project submitted	2026		VP Internationalization
			Active intergration of the university into existing European networks	Support of the COIMBRA Scholarship Initiative	beginning in 2024		VP Internationalization
				Preparations for the COIMBRA meeting in Würzburg in 2027	contd. until 2027		VP Internationalization
				Participation in EUA events	contd.		VP Internationalization
	Mobility	Increase in mobility options for all university members	Establishment and expansion of physical mobility programs (e.g. Erasmus)	JMU Mobility Fellowship Research	2024		VP Research VP Internationalization
				JMU Mobility Fellowship Teaching	2024		VP Research Internationalization
				Job Shadowing / Staff Week	contd.		VP Internationalization
			Number of physical mobilities (outgoing, all status groups)		X	VP Internationalization	
			Establishment/implementation of digital mobility options	Virtual mobility with the opportunity to earn ECTS points (Transnational online learning)	beginning in 2024		VP Internationalization VP Education
				Virtual cooperative learning formats			
				Virtual exchange options are available			
			Number of digital mobilities (outgoing, all status groups)		X	VP Internationalization	
			Number of mobility options for people who are (structurally) disadvantaged			VP Internationalization VP Sustainability	
			Extension of mobility options within the CHARM-EU framework	CHARM-EU mobility options for students and employees	contd.		VP Internationalization
	Development of an English-language curriculum that is attractive for strategic partner universities (UA)	A new program will be introduced	2027		VP Internationalization Faculties		
	Global Responsibility Sustainability and Resilience	Streamlining country and regional expertise and intercultural knowledge for use within and outside the university	Establishment and expansion of three Competence Centers (Africa, China, India) (UA)	Alignment of the names of the competence centers	2025		VP Internationalization Chancellor
Establish branch offices				2026		VP Internationalization Chancellor	
Sustainable physical mobility		Reduce fossil fuel consumption when travelling	Recommendations for future trips / create a checklist for trips	2025		Chancellor VP Sustainability	
			Include train timetable instead of flight schedule for travel	2025		Chancellor VP Sustainability	

Internationalization at Home	Welcoming Culture	Expansion of the welcoming culture	Expansion of the comprehensive support and assistance programs for JMU's international members and guests	(Introductory) event / reception for foreign (visiting) academics (incl. AvH) and newly appointed foreign professors (VP, once per semester)	beginning in 2024		VP Internationalization		
			Networking event by and for foreign guests/alumni at the JMU in cooperation with the Welzhaus, every winter semester	beginning in 2023		VP Internationalization			
			Creation and circulation of a calendar of international events and activities	contd.		VP Internationalization			
			Intensified cooperation with the city (housing / schools / immigration authorities/ events / marketing)	Biannual talks with representatives of the City of Würzburg / District Office on the situation of foreign researchers and students (easier navigation of administrative procedures regarding visas / residence permits etc.)	2024		VP Internationalization		
	Internationality of Research	Increase in the proportion of international graduates among doctorates	Expansion of English-language offerings in the structured doctoral programs across faculties	Consultation with representatives of the City of Würzburg on the creation of an international school	2024		VP Education		
				Promotion of German language skills	Increasing the number of German language courses offered during the semester	beginning in 2024	VP Internationalization		
				Number of courses offered			VP Research VP Internationalization		
				Joint doctoral program introduced as part of CHARM-EU	2026		VP Internationalization VP Research		
				Number of "Cotutelle de Thèse"			VP Research		
				Number of international doctoral candidates		X	VP Research VP Internationalization		
		Increase in international research collaborations	Strengthening the international components of collaborative research	Establishment of the Graduate Academy as an umbrella institution for all doctoral programs	Develop a concept for the JMU Graduate Academy	2024		VP Research	
				Number of international Pis			VP Research		
				Number of international research cooperations			VP Research VP Internationalization		
		Increasing in the proportion of international academics	Matchmaking events with partner universities	Number of matchmaking events	Amount and number of international research funds acquired		X	Chancellor	
					Number of International Appointments / Hires: Researchers and Academics		X	Chancellor VP Research	
					Further education modules for innovative teaching in English and international programs (in conjunction with CHARM-EU)	CHARM-EU concepts are integrated and CHARM-EU offers are available	2026		VP Internationalization
					Funding programs for innovative and excellent concepts in relation to teaching international programs and cooperations (double degrees, summer schools, etc.)	Innovative teaching methods are integrated and promoted	2025		VP Education VP Internationalization
	Internationality of Studies and Teaching	Expanding the didactical basics for international teaching	Strengthening international teaching in our teaching mission statement and teaching strategies	Teaching concepts and teaching strategies are reviewed with a renewed focus on internationalization	2025		VP Education VP Internationalization		
				Regular round table with study program coordinators	2024		VP Education VP Internationalization		
		Improvement of the structural basis for the internationalization of study curricula	Development of a strategy for the internationalization of degree programs	The strategy is developed	2024		VP Education VP Internationalization		
				Creation of mobility windows (semesters abroad) in as many degree programs as possible	Develop a concept	2025		VP Internationalization Dept. 1 SINT VP Education	
		Expansion of the number of international degree programs to increase the number and proportion of international students	Increase the number of foreign-language degree programs (Master's und Bachelor's) (UA)	Increase in the number of double degree programs (at least by three) (UA)	CHARM-EU Master's "Global Challenges of Sustainable Development" will be introduced at the JMU starting from	2025		VP Internationalization	
					Number of foreign language degree programs		X	VP Education VP Internationalization	
					Number of students who begin a doctoral program at JMU after completing there English Master's degree		X	VP Education VP Internationalization	
					Number of double degree programs		X	VP Education VP Internationalization	
					Number of international Master's degree students		X	VP Education VP Internationalization	
		Strengthening the attractiveness of the course offering	Increase the number of English-language courses in German-language Bachelor's degree programs	Utilize digital possibilities for new international teaching formats	Number of physical mobilities (incoming students).		X	VP Education VP Internationalization	
	Number of BA course modules offered in English					X	VP Education VP Internationalization		
	Number of students who choose an English Master's degree after a German Bachelor's degree (at JMU)					X	VP Education VP Internationalization		
	Digital courses are available (transnational online learning)				contd.		VP Education VP Internationalization		
	Greater use of extra-curricular activities (by all university members)	Expanding the range of language courses (English) as well as bundling and enhancing the visibility of "Academic Writing" courses (especially in the Master's area), potentially by connecting with the language centers of CHARM-EU partners	Strengthening the intercultural training programs	Digital / hybrid courses in cooperation with international partners are available	2025		VP Education VP Internationalization		
				Number of digital mobilities		X	VP Internationalization		
				Number of participants			VP Internationalization		
	International Transfer	Strengthening the international transfer dimension	Implementation of the CHARM-EIGHT work package "Worldwide non-academic stakeholder consolidation and expansion" (led by JMU)	Number of participants			VP Internationalization		
				Number of international Bachelor students		X	VP Education VP Internationalization		
				Fulfillment of the objectives of the work package "Worldwide non-academic stakeholder consolidation and expansion" in line with the CHARM-EIGHT application	2026		VP Internationalization VP Innovation		

International Governance	Organization	Placing more organizational importance on internationalization at the faculty level	Appoint deans and/or representatives to head up internationalization efforts in all faculties	Appointments are being made	2024		VP Internationalization	
		Introduction of a culture of recognition and appreciation for international engagement and internationalization efforts	Awards for international engagement in teaching/ Introduction of international degree programs	Award for innovation in the internationalization of teaching/ recognition for international commitment to teaching. Introduction of international degree courses (plan of action)	2025		VP Internationalization VP Education	
		Strengthening the academic support staff	Promotion of international and intercultural training and mobility	Number of participants in the various additional training courses Personnel Development websites are updated (mobility offers for internationalization in the personnel development structures)	2024		Chancellor VP Internationalization	
			Expansion of the number of English courses for academic support staff	Number of participants in the various language courses			Chancellor VP Internationalization	
		Development and implementation of a comprehensive and inclusive marketing and communication strategy	Linguistic adaptation of the university's work environment by taking into account that English is a lingua franca	Making all forms, strategy documents, signage, etc. available in English and German	gradually from 2024		Chancellor	
				Providing all JMU doctoral regulations in English	2025		VP Internationalization VP Research	
			Universal bilingual web presence of all faculties and institutions	asap		VP Internationalization		
			Reworking the website: increasing user friendliness for international students who do not speak German (well)	2025		President VP Internationalization VP Education		
			Encourage English to be used as the second language of communication at the university	As far as possible, knowledge of English (level B1) as a recruitment criterion in administrative positions Number of participants in the English language courses	contd.		Chancellor	
			Development of a concept for internal communication on international tenders, information, and news from partner institutions	Develop a Concept	2025		VP Internationalization President VP Research	
	Processes	Optimization of internal university processes and promotion of efficient collaboration	Facilitation of enrollment processes and increased usability of the WueStudy and WueCampus2 platforms in regard to internationalization	Check whether enrollment for future semesters (not only for the coming semester) is possible for students (in contrast to the regular enrollment period) Make registering for classes without a visa possible/ Provisional enrollment (subject to change)	2024		Chancellor	
			Improvement of the process management between SINT and the various faculties	Analyze the relevant processes in SINT and in the faculties and prioritize tasks based on internationalization goals	contd.		VP Internationalization Chancellor	
				Degree program coordination meetings (int. degree programs) to share experiences	Summer semester 2024		VP Internationalization VP Education	
			Introduction of an incentive system for internationalization	Consideration of the number of foreign students when distributing study grants to the faculties	2023		Chancellor	
		Adjustment of appointment procedures	Adaptation of the professorial appointment guidelines with regard to the goal of strengthening internationality of the academic staff	Experience with English-language teaching as an admission criterion	2026		VP Research VP Internationalization	
	Quality assurance and evaluation	Implementation of a system for measuring and tracking the university's international development	Development and implementation of a core data set "Internationalization" (UA)	Introduction of the core dataset	2nd half of 2026		VP Internationalization Chancellor	
		Stakeholder feedback	Survey of stakeholders	Questionnaire was provided and results have been evaluated (integrated into the university-wide student and lecturer survey)	2nd half of 2026		VP Internationalization Chancellor VP Education	
			Intermediate evaluation of goals and measures	Reflection with decision-makers (program coordinators, etc.) Adjustment / correction of measures and indicators	2026 2027		VP Internationalization VP Internationalization	
	International Alumni Work	JMU Community	Expansion and utilization of the international members of the JMU community	Create a catalog of goals and measures for international alumni work (as part of the alumni strategy)	Concept created and measures planned for 2024-2027	2024		VP Internationalization
				Establishment of alumni groups abroad (UA)	Per year: Organization of a regional alumni meeting by the JMU (UA)	contd.		VP Internationalization
Organization of a conference on alumni relations involving representatives from strategic JMU partner universities				Number of Alumni groups in different countries		x	VP Internationalization	
Conference				2025		VP Internationalization		
			Number of people registered in the Alumni network		x	VP Internationalization		