

## Nota Universiteitsraad

<b>UR nummer</b>	<b>DMS nummer</b>
16/122	N11270


**Aan** : Universiteitsraad  
**Van** : College van Bestuur  
**Opsteller** : Margreet de Lange  
**Onderwerp** : Programma internationalisering  
**Status** : ter bespreking  
**Behandeling in** : commissie SPO d.d. 25 oktober 2016

### Kern van de inhoud

In het strategisch plan 2016-2020 staat de ambitie om van de universiteit Utrecht een internationale universiteit te maken. Voor het realiseren van die ambitie is een programma internationalisering opgezet. Internationalisering in het hoger onderwijs is: "the process of integrating an international, intercultural and global dimension into the purpose, functions (teaching, research, and service), and delivery of higher education." (Jane Knight 2004, 26) Internationalisering raakt dus alle beleidsterreinen en bestuurslagen. Het programma Internationalisering bestaat uit projecten op het gebied van onderwijs, onderzoek en organisatie. Een aantal daarvan zijn al in uitvoering, andere zijn nieuw. In deze nota worden de actielijnen geschetst, prioriteiten benoemd en wordt duidelijk gemaakt op welk niveau actie is gewenst: universitair, facultair of departementaal.

### Verzoek aan de universiteitsraad

De hoofdlijnen en prioriteiten te bespreken.

**Datum** : 12-10-2016  
**Directeur** : drs. L.A. van de Zande  
**Paraaf** : 

**Datum** :  
**Voorzitter CvB** : Mr. Marjan J. Oudeman, MBA  
**Paraaf** :

# Internationalization Programme 2016 - 2020

## Why internationalization?

Good scientific **research** is carried out in an international context and is therefore in essence international. Finding solutions for the grand societal challenges also requires an international approach. To maintain the high quality of our research, international networks and sufficient international staff are crucial. In addition: international consortia play an increasingly important role in the acquisition of funds for research programmes such as Horizon 2020. International strategic cooperation therefore becomes more and more important.

In an increasingly globalized economy, **students** need to possess more international competencies in order to obtain a good starting position on the labour market. The influx of international talent improves the quality of **education** and is indispensable for the creation of an international classroom. Once alumni, these students will become ambassadors for our university abroad.

Our international **reputation** is important for attracting talent and for establishing strategic partnerships. This will ultimately contribute to the quality of our education and research and to our earning capacity.

In short: internationalization is not something we do 'on the side'; it is inherently present in our research and education. The university emphatically links internationalization with *quality*. We believe that internationalization helps raise the quality of our education, our research and our social impact, including the education of the academic professionals and scientists of the future. We wish to align with international academic standards and to broaden our horizon in the area of academic education and research.

We therefore wish to:

- be a part of an international university community
- offer a stimulating and challenging learning environment that prepares students for a job market which is demanding ever more international and intercultural competencies;
- be a challenging research environment that attracts young talent and is characterized by cooperation with prominent international partners;
- be an internationally recognized centre of education and research that plays a part in the search for solutions to urgent societal challenges;
- be an attractive partner for the acquisition of financing from international organizations, including the EU;
- be an organization that adequately and professionally supports the international community.

## Where we stand

The action plan Internationalization which was adopted in the fall of 2014 has generated the first results in 2015:

- Intake of international master students has increased with 22% (from 413 to 505)
- Erasmus+ outbound exchange has grown from 404 in 14-15 to 550 in 15-16
- The number of Dutch exchange students has increased
- The strategic cooperation with the Chinese University of Hong Kong and the University of Toronto is strengthened
- The International Service desk is up and running
- Career services is entirely accessible for international students
- All honours programmes have an international component
- Communication with staff and students in English has increased
- Participation in the board and the communities of LERU has been expanded
- Broad support for international recruitment, which has led to a UU-wide recruitment plan; implementation started
- International newsletter for alumni developed

## Next level of aspiration

We have made progress but not enough to catch up with our colleagues. According to the latest data Utrecht University still has the fewest international students<sup>1</sup> and the lowest % of international staff<sup>2</sup>. We have not yet made the decisive step towards being a truly international organization: one where you see and experience different cultures and languages and where every student and every employee feels part of a global and inclusive community and can participate fully. In 2015 the board has asked the faculties to draw up their own international strategy within the framework of the university's ambitions. The board has since then increased the level of urgency. This urgency is translated here in a more structured and focused Internationalization Implementation Programme aligned with the goals of the Strategic Plan 2016-2020 in the categories: Education, Research and Organization

## Indicators 2020<sup>3</sup>

- In 2020 more than 10% international students: bachelor and master
- In 2020 30% more international staff
- In 2020 increase to 60% the number of co-publications with international researchers

## Organization

The **University Board** is the programme owner. Within the board the president is responsible for internationalization.

De directorates of Academic Affairs, Human Resources and Communication and marketing work together to realize the university's international ambitions. The **steering group** therefore consists of the directors of Academic Affairs (chair), Human Resources and Communication and Marketing and of the secretary of the board of the faculty of Social and Behavioural sciences. They monitor progress and decide upon the allocation of resources. Biannually the steering group determines the priorities and proposes these to the president.

The steering group will be assisted by an **advisory board** consisting of:

Prof. dr. Maarten Hajer (chair), Professor of Urban Futures, Faculty of Geosciences  
Prof. Dr. Dina Siegel, hoogleraar criminologie, Voorzitter Willem Pompe Instituut voor Strafrechtswetenschappen  
Prof. dr. James Kennedy, Dean University College  
Prof.dr. C. (Cristiane) de Morais Smith, Condensed matter physics  
Drs. Jeroen Torenbeek, directeur Utrecht Summer School  
Dr. Henk van Rinsum, bestuurssecretaris Sociale Wetenschappen

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<sup>1</sup> In 2015: 6% registered international students; source: 1 cijfer HO VSNU

<sup>2</sup> Source: WOPI 2013

<sup>3</sup> These are the indicators used in international rankings (ex. THE ranking)

Student: Milena Dinkova, Utrecht School of Economics

The advisory board is a source of expertise and experience and function as a sounding board for the steering group.

Margreet de Lange is the **programme manager**. She monitors the integral approach and is responsible for sharing and dissemination of knowledge across boundaries of directorates. The coordinator presides over a **kernteam** which consists of representatives of the three directorates. The kernteam is responsible for the monitoring of the individual projects and for the coordination of activities related to the internationalization goals within their directorates. Members can also be projectleaders.

At the faculty level **faculty coordinators** are responsible for the execution of the faculty internationalization programmes. Each faculty coordinator is member of the **UU internationalization network**: a platform for knowledge sharing and tuning of faculty and UU initiatives. Members of the kernteam also belong to this network.

### Approach

Internationalization activities have to be initiated and implemented at all levels of the university. But not all happens at the same level and at the same time. There is a clear division in tasks and responsibilities between the university, the faculty and the departmental level.

University	Faculty	Department
A University partnership strategy	Increase Degree Mobility	Internationalization of the curriculum
Representation in networks	Internationalizing staff in a global university	
Developing and expand an international alumni strategy	Increase of incoming international staff	
International press policy	Increase of outgoing staff mobility	
International campus		
Using English in international internal and external communication		
Summerschool contributing to internationalization goals		

At the university level the priorities of the coming year are:

- Increase the % of international students in the master (part of the graduate agenda)
- Adoption of a new language code and its implementation
- Adopt a new partnership and network strategy

In addition work continues on improving the support and conditions that can best be organized at the university level such as training, housing, translations, websites etc.

At the faculty level the priorities are:

- Increase % international staff: integrate hiring internationals in the mindset and the procedures when hiring, improve international welcome and environment, etc.
- Strengthen international profile of the strategic themes
- Increase English language programmes in the bachelor (both courses and degrees)

At the departmental level:

- Expand the opportunities for student mobility through structured mobility
- Develop staff competencies

- Internationalize curriculum

### Communication

It is crucial to the success of the programme to connect fully with the UU community. Therefore a communication strategy has been developed, including a stakeholder analysis and a dashboard with key performing indicators. We will also organize a conference and lunch sessions for the UU community (everyone involved with or interested in the subject) about all aspects of internationalization and update the information about internationalization on the website (both intranet and the corporate site).

As the university has just entered a new planning period (2016-2020) with a new Strategic Plan, the vision, ambitions and goals for the international strategy have been aligned with the goals of the Strategic Plan. The projects that have been or will be developed under the umbrella of the Internationalization Programme contribute to the realization of the university's strategic goals.

### Connections with other current projects

Internationalization does not limit itself to one domain but is part of almost everything that takes place in the university. It goes therefore without saying that the projects carried out in the programme touch upon other big projects. One is the Graduate Agenda. Internationalizing the masters and the graduate schools is an important aspect of this agenda. In the description of the different projects there are references to these other projects if they also contribute to the goals.

Other connections are with

- Educate-it (ex. MOOCs)
- Bright minds, better future (strengthen international reputation)
- HR2020
- EU liaison



# Implementation Plan

## International university

Utrecht university is an international university: a versatile community characterized by diversity of students and staff. Students need an international orientation in their degree in order to be able to perform well in a globalized labour market. Our researchers are looking to solve global problems and therefore enter into partnerships worldwide. In order to realize this ambition we need to fill a number of gaps in our education, research and organization. We will do that with the following projects:

## Projects

Education	Research	Organization
1. Increase Credit mobility	6. A partnership strategy	10. Developing and expand an international alumni strategy
2. Increase Degree Mobility	7. Representation in networks	11. International press policy
3. Internationalization of the curriculum	8. Increase of incoming international staff	12. Using English in international internal and external communication
4. Internationalizing staff in a global university	9. Increase of outgoing staff mobility	13. International campus
5. Summerschool contributing to internationalization goals		

# Education for a better future

## **Vision:**

The university educates students to be optimally prepared for the uncertainty and complexity of today's and tomorrow's society. Today's students are tomorrow's leaders: they determine the direction in which society will develop, for example as doctors, engineers, teachers or researchers. They are expected to take a leading role in solving the grand societal challenges. This requires them to have a thorough disciplinary knowledge but also skills to work across disciplinary and cultural boundaries. In addition it requires leadership, entrepreneurship and the capacity to continue to learn.

## **Ambition:**

- Upon graduation our students will possess the competencies required for success in the globalized labour market.
- Our teachers will be inspired and well equipped
- Our community will be welcoming to students and staff from a variety of cultural and national backgrounds

## **Goals for 2020**

### *A diverse and international community*

In order to attract more international students we will increase the number of bachelor and master programmes taught in English. We will develop tailor-made training and support to teachers to help them with the transition. They will thus acquire the necessary intercultural and linguistic skills to cater well to an international student body. We will stimulate our students strongly to spend part of their time abroad. This means the expansion of the exchange opportunities and the development of more structured mobility. We will also use more innovative digital modes to teach students international and intercultural competencies. For those who don't go abroad we will greatly expand the international learning environment and for international students who do not come to our campus we will expand long distance learning opportunities.

In 2020 we will have internationally competitive and relevant master programmes that reflect our research profile, allow for interdisciplinarity and flexibility and are attractive to international students.

## **Expected results in 2016:**

### UU:

- Obstacles to creating a community of international and domestic students have been identified and a plan for eliminating them has been approved
- The negotiation with SSH has resulted in adequate and flexible housing for international students
- The language policy is revised and updated. A new language code has been adopted.

### Faculty:

- A pilot with virtual and blended mobility is conducted in at least two faculties.

### Department:

- All teachers who might benefit from it have access to advice and training in how to make their course more international.
- Two new English language bachelor's programmes have started (Global Sustainability Sciences and an English track in History)
- In September four masterprogrammes in Social Sciences will be offered in English instead of Dutch

- In the fall of 2016 students can apply for the new bachelor programme: Politics, Philosophy and Economics

## Projects

Within the Internationalization Programme (IP) projects pertaining to **credit mobility, degree mobility, the international classroom, staff development** and **the summerschool** will be carried out to reach these goals.

<b>1. Increase credit mobility</b>	
Project manager	Femke van der Geest
Project team	To be determined
Summary	In creating an international environment, mobility is an important aspect. The University aims to: <ol style="list-style-type: none"> <li>1. Increase incoming and outgoing mobility by: <ol style="list-style-type: none"> <li>a. improving the course offering at UU</li> <li>b. expanding the number of available places</li> <li>c. creating more mobility windows</li> </ol> </li> <li>2. Conduct pilots with virtual / blended mobility</li> <li>3. Create opportunities for structured mobility</li> <li>4. Link international experience to 21<sup>st</sup> century skills</li> </ol>
Project organization	There will be several sub-projects to reach the different goals; the project coordinator ensures the overall goal is reached
Schedule	2016-2020
Deliverables	Every bachelor's programme has a structural offer of courses in English, in attractive combinations, offered throughout the academic year, thereby enabling international exchange students to participate in the programme, and offering Dutch students the opportunity for an international experience at home or abroad

<b>2. Increase degree mobility (incoming)</b>	
Project manager	Jessica Winters
Project teams	International marketing team of C&M and the faculties ATI Project group Dean of Graduate Studies & Regiegroep Masterfase O&O (Lenn Lamkin)
Summary	Several activities have been initiated to enhance international master's student recruitment: <ol style="list-style-type: none"> <li>1. An international marketing &amp; communication strategy (Graduate Agenda: C&amp;M and Faculties)</li> <li>2. Streamline &amp; expedite admissions procedures (Graduate Agenda: ATI project)</li> <li>3. Develop transparent selection processes (Dean of Graduate Studies)</li> <li>4. Increase scholarship opportunities (Graduate Agenda)</li> <li>5. Attractive &amp; varied housing offer (O&amp;O)</li> </ol> <p>In addition, a plan will be developed for international bachelor's recruitment in close cooperation with the faculties and the Project 'Internationalization of the curriculum'</p>
Project organization	The different teams work on the sub-projects; the project manager and the Dean of Graduate Studies monitor the coherence of the activities.
Schedule	Schedules differ per project
Deliverables	25% international master's students in 2020 6% international bachelor's students in 2020 (in line with the ambition of 14% int. students overall in 2020)

<b>3. Internationalization of the Curriculum</b>	
Project manager	Femke van der Geest
Project team	To be determined
Summary	In order to create programmes that are attractive and relevant for both Dutch and International students, it is important to internationalize the curriculum. In order to do this, we need to focus on: <ol style="list-style-type: none"> <li>1. Integrating intercultural and international competencies in the curriculum of all programmes</li> <li>2. Offering support and training for teachers in intercultural and international competencies</li> <li>3. Revising and updating the Language Policy</li> <li>4. Facilitating the transition from Dutch to English programmes</li> </ol>
Project organization	Different teams work on the sub-projects; the project coordinator ensures the overall goal is reached.
Schedule	2016-2020
Deliverables	Intercultural and international competencies are integrated in the Learning Outcomes of all programmes

<b>4. Internationalizing staff in a global university</b>	
Projectmanager	t.b.d.
Projectteams	Yvonne van Dijke
Summary	<ol style="list-style-type: none"> <li>1. Defining skills and competencies</li> <li>2. Offering courses in English and intercultural communication</li> <li>3. Implementing the competencies in HR instruments (such as B&amp;O, recruitment etc)</li> </ol>
Project organization	Different teams work on the sub-projects; the projectmanager ensures the overall goal is reached.
Schedule	The projects have different schedules
Deliverables	<ul style="list-style-type: none"> <li>• Offer of English courses and intercultural communication in place</li> <li>• HR instruments contain relevant competencies</li> </ul>

<b>5. Summerschool contributing to internationalization goals</b>	
Projectmanager	Marleen van de Ven
Projectteam	Jeroen Torenbeek, int. Marketing, facultair USS contactpersoon
Summary	<p>The UU has (together with the HU) the largest summerschool in Europe. More than 3000 (mostly) international students come to Utrecht each summer to take a course that is often related to the university because it is taught by one of our professors. The summerschool is therefore an asset that we can make more use of than we do now.</p> <p>The purpose of the project is to Develop a cooperation and communication strategy between the UU and the Summerschool on the subjects of recruitment (throughput summerschool to UU degree programmes), preparation (student flow from summerschool to UU degree and exchange programmes) and networks (better align the summerschool and the UU networks and partnerships) and create additional international education for UU students with summerschool courses at home or at partner universities.</p>
Project organization	
Schedule	September 2016- February 2017
Deliverables	A transparent and market-oriented communication plan to provide both international and home students with clear and complete information on UU/Summerschool (continuing opportunities.

	<p>Increased student flows from Summerschool to UU (degree) programmes (numbers to be provided).</p> <p>Increased participation of UU students in Summer school courses at home or at (network) partner universities (numbers to be provided).</p> <p>Analysis of summer school opportunities for cooperation and summer exchange within UU educational networks.</p>
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## Research: impact and innovation

### **Vision:**

We find ourselves confronted with great societal challenges such as climate change, aging and migration. These problems are all highly complex: they transcend national boundaries and even continents and cannot be solved one dimensionally. Scientific insights are indispensable in finding solutions. Scholars seek to cooperate closely with partners in government, business, society and other universities.

### **Ambition:**

The university brings together various partners in knowledge ecosystems in which knowledge users and suppliers create new ideas by sharing their expertise and perspectives. The university can rely on a strong network of national and international partners. This includes national partners such as UMC, TU Eindhoven and Wageningen UR but also companies, public organizations and a worldwide network of alumni.

In order to find new solutions we will invest in attracting the best researchers from the Netherlands and from abroad. In 2020 the percentage of international staff has increased.

### **Goals:**

In 2020 each strategic theme has one or more interdisciplinary hubs in which interdisciplinary teams cooperate with national and international partners.

The university is an attractive employer for (young) domestic and international talent. The university develops a system consisting of three components: identification of talent, coaching and developing of talent and career planning. Researchers who want to spend some time abroad will be supported.

The university adopts an investment strategy for research facilities. We intend to join forces with national and European partners.

### **Expected results 2016:**

UU:

- The attractiveness of the UU as employer will be enhanced by highlighting the primary and secondary employment benefits.
- European Logo HR excellence in research (HRS4R): internal evaluation and review from an external Commission has taken place and required actions are implemented. Further development of HR strategy to keep complying with EU rules and regulations.
- Stocktaking what sort of skills and competencies are needed to work in an international environment has been completed
- Further development of the ISD for outgoing mobility
- Strategy towards partnerships has been developed and is adopted. Partners have been selected on the basis of the strategy. Depending on the form of the activity packages, the strategy may consist of two or more phases.
- Partner targeted in Middle/Eastern Europe with regard to widening participation using a qualitative analysis and start of first conversation on working together.
- Three areas have been identified to kick start the cooperation: Public Health, City Science and Migration. At least one area will have started actual joint research and will have identified sources for joint research funding. One area will have set up a design for joint research. One area has organized a joint meeting to discuss the possibilities of designing a joint research initiative.
- The possibilities for large-scale structured mobility Hong Kong have been explored

Faculty:

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- Deans of faculties have set new targets for international representation in the different categories of academic staff and in selected administrative roles, including an action and investment plan to reach these targets.

## Projects

The projects within the IP that contribute to the strategic research goals center around strengthening our **cooperation in partnerships and networks**, and **staff: attracting more high quality researchers from abroad and developing our current staff**.

6. A partnership Strategy	
Projectmanager	Jeroen Frietman
Projectteam	Jeroen Frietman, Margreet de Lange, Esther Stiekema, Hans de Jonge
Summary	<p>The UU wishes to invest in qualitative cooperation with a small number of strategic partners in Europe and beyond. Over the past decade many valuable institutional relationships have evolved, but it lacks strategic coherence and arguably depth. In the past years the UU has invested in four strategic themes and an internal exploration will determine which propositions would be key to connect to a select number of potential global partners. The new plan will include not only ambitions to connect on a research level, but also ways to co-create new ways to interconnect on education, e-learning and possibly also options to work together as science parks. This approach automatically means that with many of the other existing partnership, we will either choose not to extend running alliances or to continue on a faculty or student exchange level.</p> <p>Currently the UU has 55 strategic partners. Not all of these partnerships are equally productive or relevant for us anymore. The board will adopt a new strategy in the coming months to come in due course to a more intense partnership with 5 to 10 partnerships.</p>
Project organization	
Schedule	Phase I: April- July 2016/ Phase II: August – December 2016
Deliverables	Vision on strategic international partnerships including an activity plan

7. Representation in Networks	
Projectmanager	Jeroen Frietman
Projectteam	Jeroen Frietman, Margreet de Lange, Ludo Koks
Summary	<p>The UU is active in several networks on an institutional level (exchange networks, research networks, education networks, university networks, policy networks etc.). The international landscape is dynamic and every once in a while it is important to assess whether we are investing time in the most relevant networks. Goals, ambitions, policy are subject to change, so we need to question ourselves: looking at our current challenges do we need to change our portfolio of networks? Are the right people represented in these networks? Should we invest more in a specific network, possibly on different issues? Networks are a crucial resource to make things happen, so it is vital to reassess why we are active in a number of networks and subsequently we need to be vigilant on new networks evolving.</p>
Project organization	
Schedule	November 2016- april 2017
Deliverables	Vision on UU representation in networks

<b>8. Increase of (incoming) international staff</b>	
Projectmanager	t.b.d.
Projectteams	Laureina Grootveld, t.b.d.
Summary	<p>Several initiatives to increase international staff have already been taken, both in faculties and at the central level. These initiatives will be expanded, regarding:</p> <ol style="list-style-type: none"> <li>1. Interest potential staff <ol style="list-style-type: none"> <li>a. International recruitment</li> <li>b. Promote the European HR logo excellent strategy for researchers (HRS4R) that we have been awarded two years ago</li> <li>c. Mapping and promoting benefits to working at UU including partner programme, housing</li> <li>d. Develop instruments for staff alumni as UU-ambassadors</li> </ol> </li> <li>2. Coming to the UU and retaining staff <ol style="list-style-type: none"> <li>a. Broadening partner programme</li> <li>b. Offer attractive and varied housing (Lenn Lamkin)</li> <li>c. Dutch language courses</li> <li>d. Survey amongst international staff to determine possible wishes</li> </ol> </li> <li>3. Further development of the indicators of international staff (compliant with privacy regulations)</li> </ol>
Project organization	Different teams work on the sub-projects; the projectmanager ensures the overall goal is reached.
Schedule	The projects have different schedules
Deliverables	<ul style="list-style-type: none"> <li>• Instrument for international recruitment in compliance with EU rules and regulations</li> <li>• Mapped benefits for working at UU</li> <li>• Staff alumni as ambassadors in place</li> <li>• Partner programme</li> <li>• More/different indicators on international staff and internationalization (nationality had privacy limitations)</li> <li>• Concrete offer of Dutch language course</li> <li>• Increase % of international staff, EU-logo HR (HRS4R) (Laureina Grootveld), Attractive and varied housing (Lenn Lamkin), Further development of indicators</li> </ul>

<b>9. Increase of outgoing staff mobility</b>	
Projectmanager	t.b.d.
Projectteams	Laureina Grootveld, Ellen Neslo
Summary	<p>Goal is to develop tools to increase staff mobility</p> <ol style="list-style-type: none"> <li>1. Support outgoing staff <ol style="list-style-type: none"> <li>a. practical support via ISD</li> <li>b. mapping of relevant information and tools</li> </ol> </li> <li>2. Stimulating sabbaticals (also part of HR logo)</li> <li>3. Development of a tool to track and trace outgoing staff</li> </ol>
Project organization	Different teams work on the sub-projects; the projectmanager ensures the overall goal is reached.
Schedule	The projects have different schedules
Deliverables	<ul style="list-style-type: none"> <li>• Track and trace system for PhD's</li> <li>• Policy that supports researchers to take a sabbatical (e.g. function based contracts)</li> <li>• ISD supports outgoing staff</li> <li>• Information is mapped</li> </ul>

## A vibrant, ambitious and innovative community

### ***Vision:***

In a constantly changing world the university needs to be versatile and flexible in order to adapt timely to new circumstances. The competitive marketplace for knowledge institutions requires an organization that is **internationally oriented** and employees will receive adequate responsibility and space to perform at their best.

### ***Ambitions:***

The university is a network organization which is connected to institutions of higher learning in the Netherlands and abroad, with companies and organizations in the public and the private sector.

### ***Goals:***

We will create a diverse community and we will therefore invest in intercultural skills of students and staff. We will also expand and maintain our support services for international students and staff. Our recruitment and selection procedures are open and transparent. To that end we will initiate a diversity programme.

In 2020 the university will have 14% international students and 30% international staff. In order to realize this the university will intensify the current internationalization programme and secure additional capacity to carry it out. We will invest in bilingual services and facilities.

The university will intensify the cooperation with universities, companies and organizations in the Netherlands and abroad. With LERU partners we will establish structural exchange contracts. We expand the tripartite collaboration with the Chinese University of Hong Kong and the University of Toronto.

The design of the campus and the physical environment supports our ambitions of cooperation and community. The campus, both at the Uithof, the city and the UCU-campus, is an inviting place where people like to spend time.

### **Expected results 2016**

UU:

- Launch of two alumni chapters in China
- a programme to link international students with international alumni activities
- Six International Alumni Newsletters published
- pilot for international press relations launched
- A concept has been developed for the use of English in external and external communication
- More DUB content in English
- approved concept to transform the English corporate website into an international site.

### **Projects**

To realize the goal of making the university community intercultural and international we will focus on enhancing our international **reputation** and on the creation of an **international campus**. The specific projects that will be carried out concern **alumni, press policy (reputation), and language and campus**.

<b>Develop and expand an international alumni strategy</b>	
Project Manager	2016: Willemijn Vermaas and Utrecht University Fund Director To be replaced in 2017 by a Senior International Alumni Officer (to be recruited), who will be supported by Willemijn Vermaas
Project team	Willemijn Vermaas, Harold Kerkhof, Utrecht University Fund Director/Senior International Alumni Officer

Summary	The project aims to seek out international alumni and welcome them into the UU alumni community by increasing the community's on- and offline visibility and through targeted use of communication materials and events in English. For specific purposes such as Master's marketing, partnerships and fundraising, activities can be developed, as well as physical encounters, foreign ambassador programmes and personal relationships with individual alumni, all of which are more explicitly oriented towards these goals.
Project organization	-
Schedule	2020 ambitions: <ul style="list-style-type: none"> <li>- All alumni are involved, but a different approach is taken for each subgroup (e.g. a newsletter for all international alumni and additional events for alumni who are active participants and are of interest to us)</li> <li>- Each country considered relevant by UU has an active alumni network/group of ambassadors who are willing to act on behalf of UU</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>- Seek out international alumni</li> <li>- Communication materials and events for foreign alumni provided regularly</li> <li>- Contribution to UU's international visibility and reputation</li> <li>- More targeted activities promoting specific objectives such as marketing and partnerships in certain countries (to be determined)</li> <li>- Success stories of international alumni are shared in order to bolster UU's reputation</li> <li>- Events, including those organized for alumni, go beyond the network level and also foster an international awareness of UU's scientific excellence.</li> <li>- Holding events in English in the Netherlands, including for alumni, helps shape UU's international identity.</li> </ul>

International press policy	
Project Manager	Tbd
Project team	Tbd
Summary	International press relations are aimed at improving UU's international reputation in the media in order to attract more outstanding international researchers and students (mainly for MA and PhD programmes), establish more research partnerships, generate more international funding and place higher in reputation rankings. Moreover, international press policy is a basic facility for international universities.
Project organization	Tbd
Schedule and deliverables	2020 ambitions: <ul style="list-style-type: none"> <li>- to be determined, based on the international press policy action plan.</li> </ul>

Using English in international internal and external communication	
Project Manager	Tbd
Project team	Tbd
Summary	Developing a concept for the use of English in internal and external communication materials, including an implementation and investment plan. 'Use English, unless' or 'Always use both languages' are realistic scenarios. Focus on communication materials, plus <i>advice</i> on the use of English in systems such as Basware. Focus on the needs of the international population (likely

	that more changes will be needed than just a translation; e.g. international content on a website).
Project organization	Tbd
Schedule and deliverables	2020: All relevant internal and external communication materials at least available in English, if not in both languages.

<b>International campus</b>	
Project manager	tbd
Project team	tbd
Summary	tbd
Project organization	tbd
Schedule	tbd
Deliverables	tbd