



## 1. Introduction

This paper presents a renewed internationalisation strategy for Radboud University, building on the results of the previous Internationalisation Strategy 2014-2018.

A renewed strategy is needed for several reasons. Most importantly, Radboud University wants to set out its ambitions for the future internationalisation of the organisation. Much hard work has been done over the past years and we have achieved most of the aims stated in Radboud University's current strategy.

Our new strategy comes at a time of intensive national debate. Many express concerns about the 'unstoppable Anglicisation' of universities, the rapidly increasing intake of international students and its effects on the accessibility for Dutch students. *Radboud International 2025* takes a stand with respect to these issues.

The ambitions in this strategy paper reflect Radboud University's aspired state in 2025. The paper first motivates our internationalisation agenda (chapter 2); it sets the ambitions for 2025 (chapter 3) and outlines their implementation (chapter 4).

This strategy is the product of an extensive and inclusive process, involving all faculties, staff members and students. [www.radboudnet.nl/RI2025](http://www.radboudnet.nl/RI2025) presents an evaluation of the previous strategy, a benchmark and an overview of the various meetings and workshops organised.

This internationalisation strategy will be part of the Strategic Plan 2025 of Radboud University.

## 2. Why internationalisation?

Radboud University operates in an international context by its very nature, since knowledge does not know any borders. We draw our inspiration from academic curiosity and the responsibilities placed upon the university by society. Increasingly, society faces challenges with a global dimension. Our university therefore fosters an intellectual climate that inspires and challenges staff and students to explore the limits of their abilities and encourages an open eye for different perspectives.

Radboud University is a Dutch university, strongly rooted in the local, regional and national context, educating students and preparing them for their role in society. From those very roots, we are developing into a top research institute in the world in specific academic fields, and we attract academics on a European and global scale. Both the Dutch and international perspectives are equally important to Radboud University's mission.

Quality is pivotal in every activity at Radboud University. Internationalisation is instrumental in achieving a climate in which researchers and students have the opportunity to excel, but it is not a goal in itself. The main objective of our internationalisation strategy is to contribute to the quality of research, education and societal impact.

### 2.a Research

Research at Radboud University is driven by curiosity, quality, transparency and the ambition to contribute to a better society. The highest quality in research can only be achieved in an open and boundless international context, in which our researchers are engaged in collaborative, international networks and have access to the international infrastructure of knowledge, grants and publishing. Internationalisation provides opportunities for our researchers to make a valuable contribution to

research and solving problems across the globe. It contributes to their professional development and promotes visibility to our peers and society as a whole.

### **2.b Education**

Quality, engagement, clarity and a personal approach underpin the educational approach at Radboud University. We feel a strong responsibility to prepare students for the future in whatever context; specific research settings, the labour market, or society at large are all increasingly international and intercultural. Involving students in a genuine international learning experience is of vital importance to help them develop into conscientious and open-minded Radboud University graduates who engage with society, play leading roles inside and outside academia and who are prepared to take up positions of responsibility. It is because of this responsibility that a Radboud education encourages the awareness of students that our perception of the world is easily biased by our own perspective, cultural background, gender and language. We consider the inclusion of an international and intercultural context in our educational system as crucial to its quality.

#### ***Intercultural***

*We take 'intercultural' to mean that students and employees from various cultural backgrounds are working, living and studying together, influencing each other in one academic community at Radboud University.*

### **2.c Societal Impact**

Radboud University engages actively with its societal responsibilities. Research questions and educational programmes in themselves are driven by societal needs and the desire to understand. As nowadays society and its challenges have a strong international context, our contribution to it is also internationally oriented. Ultimately, our efforts are aimed at improving the quality of society, directly or indirectly, on a local, regional, national, European or global level.

## **3. Ambitions Radboud University 2025**

Radboud University's ambition for 2025 is to be a quality driven, internationally oriented, intercultural, and multilingual knowledge organisation. Our university is an open academic community and attracts talented international researchers and students from all parts of the world and from all backgrounds. Together, we form a coherent and inclusive academic community, both on and off campus.

Internationalisation is not a one-size-fits-all process; it should always be based on quality as the key driver. We will take a differentiated approach in the manner in which our ambitions and goals will be implemented, since internationalisation has a different meaning and impact in various research fields and study programmes.

We present the following ambitions with regard to research, education and societal impact. Societal relevance and impact is achieved largely through research and education, and it is incorporated in the ambitions for research (3a) and education (3b). Section (3c) outlines a number of preconditions for research and educational support, both inside and outside Radboud University.

### 3.a Research

#### Ambitions for 2025

Radboud is a research-oriented university that aims for high-quality scientific research. In our response to societal needs and challenges, we contribute to the solutions of global challenges, among which the Global Goals for Sustainable Development set by the UN.

##### ***The Global Goals for Sustainable Development***

*'In 2015, world leaders agreed to 17 goals for a better world by 2030. These goals have the power to end poverty, fight inequality and stop climate change. Guided by the goals governments, businesses, civil society and the general public can work together to build a better future for everyone.'*  
([www.globalgoals.org](http://www.globalgoals.org))

Radboud researchers are actively engaged in leading international knowledge networks. Radboud's international recognition and reputation are driven by our research achievements, and fostered by a clear profile and international visibility. Sharing our top quality research with the world is of key importance.

Radboud University formulates the following ambitions to enhance our attractiveness to (inter)national researchers, to value international engagement of our researchers, and to facilitate international funding and share global research facilities.

#### In 2025:

1. Radboud University is an attractive employer for international researchers and support staff. We have a more proactive international recruitment policy and offer high-level, efficient support for issues related to international staff, ensuring that both current and prospective employees will identify with our organisation and feel at home.
2. Radboud research staff at every level, from PhD candidate to full professor, have or acquire international experience. Visits to international research partners are a natural part of the job.
3. Increasing numbers of international researchers find their way to our campus as visiting scientists, for instance to visit research conferences or to use our state of the art research facilities.
4. Radboud University connects with the outside world by cooperating with societal and business partners. We help private and public organisations in creating solutions for a variety of challenges, in the Netherlands and across borders.
5. Increasingly, Radboud researchers are actively engaged and show leadership in international research networks and projects. This allows them to share expertise and talent, to engage in high impact research and to respond more adequately to (funding) opportunities for collaborative research.
6. Radboud University's success rate in acquiring research grants such as the European Framework Programme and the European Institute of Technology initiatives has increased and approximates that of the top research institutes in Europe.
7. Radboud University will actively engage in shaping the future of research policy at regional, national and European levels, together with our partners, such as The Guild and NWO.
8. The status and access to facilities of PhD candidates without employment contract is clear and comparable to that of PhD candidates with an employment contract.
9. An increasing number of Radboud PhD candidates take double or joint degrees in collaboration with our international partners.

## 3.b Education

### Ambitions for 2025

In 2025, every Radboud graduate has a significant international learning experience as part of their studies, in order to broaden both academic and personal perspectives. This learning experience can be acquired at Radboud University or abroad. Radboud education has two characteristics to achieve this: the international classroom and study abroad opportunities for all, supported by the possibilities afforded by new technologies.

#### In 2025:

1. Each degree programme or specialisation is offered in Dutch, English, or a combination of both. Dutch programmes usually include English-taught elements and are often bilingual; English-taught programmes will generally not include mandatory Dutch-taught elements. For each new and existing programme, specialisation or course, the language of instruction will be determined on a customised basis. The choice is made based on the following criteria: the nature of the (research) content, the added value of an international classroom, the (future) professional culture and requirements, the demands of the labour market, the study materials available, and the effects on the accessibility for Dutch students. Radboud University does not set targets on the number or proportion of English-taught programmes or courses in 2025, or on the overall number of its international students. These are the outcome of applying the above-mentioned quality-driven criteria, rather than goals in themselves. As a result of this method, a controlled increase in these numbers is expected.
2. English-taught courses and degree programmes at Radboud University profit from the international classroom approach. Recruitment of international students from a wide variety of countries is essential for the success of this approach.

#### **What is an international classroom?**

*An international classroom is an educational approach in which:*

- *students from diverse backgrounds (in culture, language, education, experience) learn together, and from each other;*
- *the course content is based on a global perspective on the subject;*
- *the diversity of students and staff is used effectively and purposefully;*
- *the overall learning environment and methodologies are suited for the diversity of backgrounds.*

3. Radboud ensures that each student in a Dutch-taught degree programme is able to profit from internationalisation on the Radboud campus, by offering them an opportunity to follow English-taught international classroom courses. All Radboud graduates should be able to acquire an international learning experience, even if they do not take part in a study abroad experience.
4. Radboud University aims to maximise the number of students engaging in a study abroad experience. The focus is on credit-bearing study abroad periods of 3 months or longer. Shorter, less traditional credit-bearing international activities will be facilitated as well. We welcome international students to gain their international experience at Radboud University.

#### **What is a study abroad experience?**

*A study abroad experience is the student's engagement in an academic learning context outside the Netherlands, as part of the study at Radboud University.*

5. Radboud Summer School showcases Radboud University's excellent research and education and attracts international participants from around the world. The summer school is also a catalyst for collaboration with partner universities and serves to pilot new educational developments.
6. Radboud University provides opportunities for engaging in a virtual international learning experience and spearheads new developments in this field.

***What is a virtual international learning experience?***

*Technological applications in education will open up new opportunities to engage in international learning experiences in which the physical location has become less relevant. These types of international learning experiences are still rapidly developing and have great potential. 'Virtual mobility' provides possibilities to offer extra services to our students.*

7. Recruitment policies are aimed at attracting international lecturers and attracting national lecturers with international experience or the motivation to acquire it as soon as possible. An increasing number of Radboud teaching staff gain international teaching experience at our partner universities.

### **3.c Campus, partnerships and language**

#### **Ambitions for 2025**

The achievement of our goals depends on how we live and work together on our campus, how we shape our relationships with partner organisations, how the world perceives us and how we organise ourselves. Radboud chooses to be an inclusive and multilingual university with an excellent service level for all. Radboud University is regionally and internationally well connected with academic and non-academic partners and widely recognised for its quality and performance.

Language is an important element of this internationalisation strategy. English is the common language in most research fields; at the same time, many graduates use Dutch or other languages in their professional environments. Many professionals draw upon scientific literature in English to stay up to date in their field, while using Dutch or other languages in their day-to-day work. Radboud University aims to nurture academic and linguistic skills for a career both within and outside of university. We therefore actively stimulate bilingualism (Dutch and English) and, in line with European policy, applaud multilingualism.

#### **In 2025:**

1. There is one inclusive Radboud community: all its members feel part of it, regardless of their nationality and background. We take each other's needs into consideration in governance bodies, study and student organisations, in social interaction, events, services and facilities on campus.
2. The Radboud campus is multilingual. Languages are used in a flexible way, in the *lingua receptiva* approach. All communication of Radboud University is, where relevant, available in both English and Dutch.

***Lingua receptiva***

*Lingua receptiva is a form of multilingual communication in which two speakers with different mother tongues but enough passive understanding of each other's language each speak their own language and can understand each other.*

3. All students leaving Radboud University are our ambassadors, in the Netherlands or abroad. Professional alumni services are available to all alumni as an integral part of the student life cycle, regardless of the student's origin or destination after graduation.

4. Radboud University functions as an academic international network hub, connecting scientific disciplines across all types of borders. Selecting partners depends on the goal and on the level of collaboration. The focus is on the quality of the partnerships rather than on the quantity. Flexibility continues to be necessary, respecting the natural, fluent development of collaborative networks of academics. Radboud University aims to focus its institutional collaboration efforts to a selected number of preferred partners as a matter of strategy.
5. Radboud is more actively involved in representative organisations and institutionalised networks such as the International University Association (IUA), the European University Association (EUA), the European Association for International Education (EAIE), The Guild Network for Research-oriented Universities (The Guild) and the Dutch Scientific Institutes Abroad (NWIB).
6. The quality of our education and research is better reflected in our reputation both nationally and internationally.
7. Internationalisation is fully integrated in all processes. The Radboud leadership and its support staff are geared towards the responsibility of running a regionally rooted, internationally oriented, intercultural and multilingual university.

## **4. Implementation**

An overall multi-annual work plan with operational measures will be developed as a path to realise, in a stepwise fashion, the ambitions stated in this strategy.

The realisation of the ambitions is an orchestrated, common effort of all stakeholders at all levels. Coordination and harmonisation of faculty efforts is therefore of the utmost importance. Each faculty, and other organisational units when appropriate, will integrate the internationalisation ambitions and multi-annual work plan in their yearly implementation plans adapted to their specific situation. This approach allows for flexible monitoring, evaluation and adjustment, based on lessons learned in the process. Temporary project groups on university level will be established on a need basis.

The regular planning and control cycle, connected with yearly budgetary planning, will be used to monitor the process, encouraging the integration of the internationalisation process in the overall management and policy development processes. The Radboud Platform Internationalisation, in which all faculties are represented at policy level, will be responsible for the monitoring, coordination and reporting on the overall performance.