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Universidad del País Vasco Euskal Herriko Unibertsitatea



INTERNATIONAL STRATEGIC PLAN FOR UPV/EHU 2023-2026

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1. INTRODUCTION

1.1. General context

Internationalisation represents one of the greatest challenges for higher education. In recent years, its relevance has increased along with the globalisation and digitalisation of our current context. Internationalisation provides opportunities to improve the quality of learning, teaching, research, knowledge-transfer and innovation processes, since it is an essential value in educating world citizens with a global outlook who will be able to contribute to the economic and social development of their environments.

For this reason, the internationalisation of higher education is attracting increasing attention in policy-making at the institutional, national and international level.

In this context, the Framework Strategy for Internationalisation – Euskadi Basque Country 2025 defines internationalisation as *“one of key aspects of the Basque Government’s commitment to strengthen the Basque University System (BUS), which takes the most advanced European models as a reference point. One of its main objectives is to produce and transfer knowledge, while also moulding talent to lead transformation in a collaborative setting through co-development of projects at the international level. Its ultimate objective is to serve as a lever for the social and economic development of Euskadi in the European and international context.”*

Along the same lines, the Plan for the University System (PSU) for 2023-2026 sets as a top priority *“the transformation of the current Basque University System into an “International Basque University System” in 2030.”* The PSU 2023-2026 aims to make a significant impact on issues related with internationalisation. Although this field was already included as a line of action in the previous plan, it becomes a key aspect in the new PSU 2023-2026. Therefore, we seek to promote internationalisation from two different perspectives:

- *Internationalisation at Home*, directed at talent in its developmental phase, both among the student body and the Research and Teaching Staff as well as the Technical, Managerial, Administrative and Service Personnel.
- *Internationalisation at Large*, which aims to promote internationalisation by implementing a strategy aimed outside the university. This implies specialising and identifying areas for attraction of international talent, collaboration and international positioning, and expanding the geographical field of action, while at the same time preserving local roots.

Hence, the following objectives and key areas for action are proposed under the heading *University + Euskadi Basque Country*:

1. Preparing material and human resources to construct a setting where internationalisation is promoted.
2. Implementing new strategic agreements and models of collaboration with regions and players focused on internationalisation.

3. Fostering incoming and outgoing international exchange of students, faculty professors and research personnel based on their needs.
4. Developing the educational offerings of the Basque University System in coordination with other foreign universities.

At the same time, the essential components and initiatives defined for this area of action are as follows:

1. Alignment with the priorities of RIS3.
2. Flagship University of Euskadi Basque Country.
3. iDual training.
4. Promotion of international dissertations.
5. Promotion of internationalisation in the map of degree programmes.
6. Training and accreditation in non-official languages.
7. International university-level offerings with focus on joint diplomas.
8. Strategic collaborations at the international level.
9. Developing a local and global overview of internationalisation.
10. Opportunities for outward mobility of students and of the Research and the Teaching Personnel.
11. Attracting and hosting international students and talent.
12. Implementing digital transformation in the international area.
13. Recognising and encouraging social impact in the international area.

Organic Law 2/2023, of 22 March, on the University System sets out that *“universities shall promote the internationalisation of teaching and research, the transfer and exchange of knowledge, education and curricula, as well as the international accreditation of these curricula, especially within the European Higher Education Area.. Accordingly, they shall foster the internationalisation of their personnel and all their activities. Universities shall promote and facilitate learning and the use of foreign languages in all their activities. By the same token, they shall ensure that the internationalisation process does not entail segregation of students for economic reasons.”*

1.2. Context of the UPV/EHU

Pursuant to its Articles of Association, the UPV/EHU has among its purposes *“the contribution to international exchange in cooperation, with special attention to the European framework and to cooperation for development”*. To this end, these Articles of Association set a series of goals in the field of internationalisation, including:

- Article 110: To further promote the internationalisation of its academic activity, the UPV/EHU:
 - a. Shall encourage mutual exchange of students, of research and teaching personnel and of administrative and service personnel with other universities, especially within the framework of the European Higher Education Area and in the Ibero-American region.
 - b. Shall promote cooperation in quality assurance, sharing assessment, accreditation and certification mechanisms.
 - c. Shall encourage joint teaching in all undergraduate and graduate degree programmes, with participation of foreign universities and research centres.
 - d. Shall promote teaching and research activities in the languages in which science is conducted.

- e. Shall promote the attraction of students from outside the Basque Autonomous Community by appropriately communicating and announcing its academic offering and by concluding the appropriate inter-University agreements.
- Article 111: The UPV/EHU shall draw up hiring policies for teaching and research personnel to attract talent at an international level. For this purpose, the List of Positions (RPT) for teaching and research personnel, among others, shall set specific requirements, in particular knowledge of non-official languages for specific positions in accordance with the teaching and research needs of the UPV/EHU.
- Article 85: The UPV/EHU shall adopt the measures needed to encourage offerings of inter-University doctoral studies through national and international networks.
- Article 91: The UPV/EHU shall encourage excellence, as well as interdisciplinary approaches to and internationalisation of university research and conducting this researching using any funding sources available.

The Strategic Plan for 2022-2025 defines the UPV/EHU as the public university of the Basque society, which commits to research and to contribute to knowledge, in awareness of its own contribution, so as to help to resolve social challenges. In a global setting of contribution to and transmission of knowledge, the University's duty toward society in the Basque Country must be compatible with an internationalisation process of open science.

The Plan defines internationalisation as an essential Cross-Disciplinary Area for action that permeates all the Strategic Areas for Action of the Action Plan, and it stipulates that we must: *"strive to enhance our internationalisation with the aim of becoming a worldwide recognised university. To make this possible, we must be a fully multilingual university, capable of attracting students from all regions, with a solid international reputation based on research quality and on the prestige of the Research and Teaching Personnel. We must adopt a comprehensive approach towards internationalisation, with a high quality level in services and high relevance of our activities, so that our graduates and our personnel are prepared to adequately respond to local and global social challenges"*.

For all the foregoing reasons, the leadership team of the UPV/EHU aims to prepare and implement the UPV/EHU's International Strategic Plan for 2023-2026, among other objectives. The forerunner to this plan was the UPV/EHU's International Strategic Plan for Education for 2019-2022. In this respect, the Plan for 2023-2026 seeks to reflect the progress from internationalisation of education to the comprehensive internationalisation of the university. For this purpose it establishes a series of actions to be implemented in order to enable development of a more in-depth model for the future UPV/EHU 2030, which aims to contribute to resolve social challenges and to achieve the Sustainable Development Goals.

2. METHODS FOR PREPARATION OF THE PLAN

The International Strategic Plan was structured in four phases: the preliminary phase, in which the International Strategic Plan for Education for 2019-2022 was analysed; the second phase, in which the different centres were asked to draw up their proposals for internationalisation 2030; the third phase, in which the first proposal was drawn up and submitted and analysed by stakeholders; and, finally, the phase of submission of the final proposal and approval of the International Strategic Plan in the meeting of the Governing Council on 14 December 2023.

- **Preliminary Phase**

The Preliminary Phase aims to monitor and assess the UPV/EHU's International Strategic Plan for Education for 2019-2022 in order to provide an initial diagnosis of the status of internationalisation at the University.

- **Second Phase (January-March 2023)**

Submission to each centre of the UPV/EHU of data related with the internationalisation of education of the University at a global level and also of the corresponding centre. Data correspond to the following indicators:

- Number of credits offered and comparison with positions requiring knowledge of three languages on the List of Positions and number of professors accredited.
- Courses in English for each degree programme, enrolment numbers and type of courses, together with the total number of compulsory and elective credits.
- Number of *English Friendly Courses (EFC)*.
- Number of graduates with Special Mention for International Intensification.
- Temporary positions.
- Enrolment numbers in courses offered in English in all languages.
- Positions for Technical, Managerial, Administrative and Service Personnel that require English.
- Number of Research and Teaching Staff with knowledge of English in each degree programme.

At the meetings, the centres were asked to reflect on their outlook and proposal for 2030 based on the situation described in their presentation. For this purpose, we provided them with a model questionnaire (see Annex 2) on the issues raised in the presentation given. 13 of the 18 centres responded to the questionnaire.

- **Third Phase (March-September 2023)**

We drew up the first proposal of the UPV/EHU's International Strategic Plan for 2023-2026 based on the information received from the centres, and in keeping with the strategic lines for internationalisation defined in the UPV/EHU's Strategic Plan for 2022-2025 and in the Plan for the University System for 2023-2026.

This proposal was presented to different stakeholders, among others the Deans, Directors and Coordinators of exchange programmes and two different committees, as well as at a meeting of the Governing Council held on October 2023.

- **Final Phase.**

Once the contributions had been received, the current International Strategic Plan for the UPV/EHU was drawn up and later approved on 14 December 2023.

3.

STRATEGIC CHALLENGES

The strategy for a comprehensive internationalisation of the UPV/EHU aims to address challenges considering the general context, and the specific context of the UPV/EHU, as well as the previously prepared assessment. To do this, the UPV/EHU establishes 5 strategic challenges to be pursued afterwards by means of specific actions:

- **Education.**

Attractive and sustainable offering for international undergraduates and graduates:

- Striking a balance between the largely stable and local nature of undergraduate programmes and the more dynamic and international nature of graduate programmes.
- Promoting double-degree and joint-degree programmes as well as dual international programmes at the undergraduate, Master's and graduate levels by optimising the resources available, while taking advantage of the synergies generated by strategic international alliances.

- **Research, Knowledge-Transfer and Cooperation.**

International consolidation of research, knowledge-transfer and cooperation for development:

- Promoting the creation of stable international consortia to boost participation and leadership in competitive R&D and innovation projects.
- Increase participation in initiatives for cooperation for development.
- Develop strategies for attraction and retention of international talent (research personnel).

- **People.**

International, multicultural and multilingual dimension of the entire university community:

- Encouraging different types of incoming and outgoing exchange opportunities (long-term, short-term, virtual, BIP), as well as internationalisation within the institution itself.
- Requiring certification of language skills and adapting the List of Positions for the discharge of certain types of duties in accordance with the UPV/EHU's academic and management needs at an international level.

- **Organisation.**

Fully multilingual university, capable of attracting students from all regions and of adopting a comprehensive outlook on internationalisation by improving:

- Hosting of international collectives who visit the university as guests by offering them high-quality service.
- Coordination, processes and management tools to develop the internationalisation policy.

- **Institutional Positioning.**

Bolstering international outreach and visibility:

- Reinforcing strategic international alliances. Fostering relationships that might help to increase and improve the UPV/EHU's international activities.
- Implementing an international communication policy.

4.

STRATEGY BY AREAS FOR ACTION

The internationalisation strategy of UPV/EHU is organised through the 5 Challenges defined above:

- Education: Undergraduates and Graduates.
- Research, Knowledge-Transfer and Cooperation.
- People.
- Organisation.
- Institutional Positioning.

For each of the 5 Challenges, we define:

- Lines for action:
- Items of each line for action.
- Indicators of each line for action.

4.1. EDUCATION

Line for action 1:

Raising awareness of the internationalisation of the map of undergraduate and graduate degrees offered by the UPV/EHU.

- **Actions:**
 - Promote the creation of internationalisation itineraries in undergraduate degrees with the number of credits needed to obtain the seal of Unibasque, and promote linkage to the coursework offered to facilitate the attraction of international exchange students.
 - Encourage each of the Centres of the UPV/EHU to offer at least one Bachelor's degree programme with an international itinerary.
 - Encourage each of the Centres of the UPV/EHU to offer at least one Master's degree programme with an international itinerary.

Line for action 2:

Promoting double-degree and joint-degree programmes with strategic international partners mainly in Graduate Degrees.

- **Actions:**
 - Develop an offering of Master's degrees that promotes:
 - Erasmus Mundus Master's degrees.
 - Double and joint Master's degrees with international universities.
 - International, inter-University Master's degrees.

- Develop proposals for Master's degree programmes jointly with universities that are members of the ENLIGHT alliance and the Latin American Graduate School Network.
- Expand alliances and collaborations with international higher education institutions in order to consolidate the joint offering.

Line for action 3:

Promoting i-dual education, as well as international practises.

- **Actions:**
 - Promote study abroad among students pursuing dual degrees.
 - Bolster the internationalisation of academic practises through exchange programmes.

Line for action 4:

Attracting international students in different fields and from different regions.

- **Actions:**
 - Enhance the attraction of foreign students in Master's and Doctoral degrees as well as in other programmes:
 - Increase participation in international fairs and internationalise the fairs held at the UPV/EHU.
 - Plan recruitment campaigns at the international level together with the Centres.
 - Promoting short-term programmes (Study Abroad) to attract international students.

Line for action 5:

Encouraging policies that support preparation of co-directed doctoral dissertations with an international dimension.

- **Actions:**
 - Reinforce alliances and collaboration projects with international higher education institutions to encourage production of international doctoral dissertations and dissertations with international co-directors.
 - Develop scholarship programmes to fund study abroad for Ph.D. candidates from the UPV/EHU.

Line for action 6:

Bolstering international positioning of the UPV/EHU at the hybrid level (i.e., mixed in-person and online).

- **Actions:**
 - Encourage students of the UPV/EHU to take part in Blended Intensive Programmes (BIP), especially within the framework of the ENLIGHT alliance.
 - Encourage the Teaching and Research Personnel of the UPV/EHU to organise BIPs, especially within the framework of the ENLIGHT alliance.

Line for action 7:

Promoting innovation in teaching in the international arena.

- **Actions:**

- Promote organisation of activities in collaboration with international institutions in the field of teaching innovation.
- Encourage Teaching and Research Personnel from the UPV/EHU to become involved with teaching innovation initiatives as part of the ENLIGHT alliance.

- **Indicators for the Education line for action:**

1. % and no. of ECTS credits offered in non-official languages over the total number of ECTS credits in Bachelor's / Master's degree programmes.
2. No. of undergraduate and Master's-level international joint-degree and double-degree programmes (in collaboration with international universities).
3. No. of international academic internships through exchange programmes.
4. No. of international students attending the university as part of an exchange programme (undergraduate / Master's / graduate degrees).
5. No. of international students enrolled (by nationality).
6. Number and % of dissertations with an international dimension.

4.2. RESEARCH, KNOWLEDGE-TRANSFER AND COOPERATION

Line for action 1:

Promoting the creation of stable international consortia to submit proposals for competitive R&D and innovation projects aligned with the priorities of RIS3 Euskadi.

- **Actions:**

- Encourage consortia, especially through the Euro-regional Campus and the ENLIGHT alliance, in order to submit proposals for projects such as Horizon Europe, ERIC, Flagship, etc.
- Implement proactive policies that foster the leadership/coordination of these projects by research personnel from the UPV/EHU.

Line for action 2:

Increasing the quality and impact of leading international publications in all fields of knowledge.

- **Actions:**

- Promote production of high-quality joint publications with research groups from European and international universities.
- Increase visibility of the scientific production of the research personnel from the UPV/EHU through:
 - Incorporation in the institutional repository, ADDI.
 - Promotion of the use of biometric identification systems (ORCID, WOS, Scopus, etc.) by the research personnel.
 - Bolstering of open-access publication.

- Collaborate actively with the Coalition for Advancing Research Assessment (COARA) to recognise research mainly on the basis of a qualitative judgement and on the responsible use of quantitative indicators, with the goal of maximising quality and impact of research.

Line for action 3:

Developing a strategy for attracting research talent (pre-doctoral, post-doctoral and senior) through different programmes, and in particular the Ikerbasque programme.

- **Actions:**
 - Encourage greater use of own programmes and co-funded programmes for recruitment of international talent.
 - Identify the tools and initiatives implemented by the different administrations for promoting recruitment of international research talent.
 - Design original programmes to recruit talented international researchers.

Line for action 4:

Enhancing the international connectivity of the Technical and Scientific Infrastructures.

- **Actions:**
 - Encourage R&D Groups and Centres/Units from the UPV/EHU to participate in European and international programmes and networks of Technical and Scientific Infrastructure.
 - Promote the integration of the SGIker into international networks.

Line for action 5:

Promoting the development of Human Resources Strategy for Researchers (HRS4R) within the framework of the Action Plan defined.

- **Actions:**
 - Implement the measures envisaged in the Action Plan for obtaining HRS4R accreditation on the submission of the Final Report in 2025.
 - Adopt any measures necessary to be able to maintain the HRS4R accreditation for excellence in the future.

Line for action 6:

Design strategies to position the UPV/EHU at the international level as a leading university in cooperation for development.

- **Actions:**
 - Increase University Internships and Final Projects in Bachelor's and Master's degree programmes in Cooperation for Development through the *Gaztenpatía*, the *Iraskoop* and the *Irakoop* projects:
 - Create conditions to increase opportunities for students of the UPV/EHU to carry out their curricular and volunteer internships and their final projects as part of development projects.
 - Encourage the teaching personnel from the UPV/EHU to mentor and support students who opt to carry out their internships and Final Projects in Bachelor's degree programmes as part of projects in the field of cooperation for development.
 - Promote the visibility of student projects through communication activities carried out by students during and after their study abroad.

- **Indicators for the Research, Knowledge-Transfer and Cooperation line for action**

1. Expense dedicated to competitive R&D projects with international institutions.
2. % of international scientific publications in the top quartile (WoS/Scopus).
3. % of international scientific co-publications in the top quartile (WoS/Scopus).
4. No. of Ikerbasque research personnel affiliated (Research Fellows / Associates / Professors).
5. % of Teaching and Research Personnel who take part in exchange programmes (more than 4 weeks).
6. No. of incoming researchers received through the Marie-Curie programme (more than 4 weeks).
7. No. of visiting international researchers (more than 4 weeks).
8. Accredited for excellence through HRS4R (Yes/No).
9. No. of Final Projects in Bachelor's and Master's degree programmes in Cooperation for Development.

4.3. PEOPLE

Line for action 1:

Promoting different types of exchange opportunities for the entire university community.

- **Actions:**

- Create a map of agreements for international academic exchange.
- Promote different types of incoming and outgoing academic exchange in the Erasmus+ programme among different groups of University students:
 - Students: long-term and short-term academic exchange, BIPs for students in situations of vulnerability.
 - Research and Teaching Personnel: academic exchange opportunities for teaching and training at higher education institutions.
 - Technical, Management, Administrative and Service Personnel: promote participation in and organisation of Staff Weeks.
- Create the figure of international academic coordinator to coordinate academic advising and monitoring of incoming and outgoing students in each of the degree programmes offered by each centre.
- Reinforce the organisation of International Weeks aimed at first-and second-year students in order to promote study abroad among students.
- Increase and diversify exchange opportunities for study and training in non-European countries, Latin America, the US, Canada, Asia and Africa.

Line for action 2:

Promoting internationalisation within the University, highlighting the importance of a multilingual and multicultural environment for the entire UPV/EHU community.

- **Actions:**

- Promote the training sessions *Internacionalización en casa* (Internationalisation at Home), aimed at the Research and Teaching Personnel and at the Technical, Management, Administrative and Service Personnel, as well as the course Intercultural Competences, aimed at students.

- Provide support for the members of the Teaching and Research Personnel who carry out initiatives to advance internationalisation:
 - Offer English-language courses (to improve language skills among students and to attract foreign students).
 - Implement educational initiatives together with international universities in which professors collaborate in teaching the courses.
 - Incorporate online educational or blended learning initiatives in courses.
- Take advantage, by means of the '*Professionals*' call for proposals, of opportunities offered by the Erasmus+ programme to bring professionals employed by EU-based companies into the classroom.
- Reinforce the "buddy programme" for hosting and supporting incoming international visitors as they get their bearings in the campus and the region.

Line for action 3:

Increasing English-language skills in the university community as a whole.

- **Actions:**
 - Reinforce education and promote accreditation in language skills among the Teaching and Research Personnel for the following two purposes:
 - Increasing the number of teaching personnel accredited to teach in third languages and deal with international students.
 - Facilitate their participation in projects, forums and alliances of international relevance.
 - Provide incentives for training and accreditation in linguistic skills among the Technical, Managerial, Administrative and Service Personnel so that they can better assist the visiting university community at different University centres and service points.
 - Track students' language skills in foreign languages on arrival, during and at the end of their university studies.
 - Promote learning of English among students in all centres of the UPV/EHU with the purpose of improving their speaking and writing skills.

Line for action 4:

Increasing the no. of positions in the List of Positions requiring a good command of three languages among the Teaching and Research Personnel and the Technical, Managerial, Administrative and Service Personnel.

- **Actions:**
 - Facilitate modification of the language requirements in any positions on the List of Position for the Teaching and Research Personnel that may be necessary to ensure that the number of positions requiring three languages is appropriate for the departments' course offerings in third languages.
 - Draw up a plan for needs (Personnel Plan) for the job opportunities on the List of Positions requiring knowledge of three languages among the Teaching and Research Personnel and among the Technical, Managerial, Administrative and Service Personnel and implement this plan.
- **Indicators for the People line for action:**
 1. Number of students who take part in a study abroad experience in the course of the Bachelor's or Master's degree.

2. No. of Teaching and Research Personnel from the university involved in teaching activities at international centres (both in-person and online).
3. No. of Teaching and Research Personnel and of Technical, Managerial, Administrative and Service Personnel who take part in "Internationalisation at Home" initiatives.
4. % of Teaching and Research Personnel with accredited skills in non-official languages (Level C1).
5. % of Technical, Managerial, Administrative and Service Personnel with accredited language skills.
6. No. of positions on the List of Positions requiring knowledge of three languages for the Teaching and Research Personnel and for the Technical, Managerial, Administrative and Service Personnel.

4.4. ORGANISATION

Line for action 1:

Creating the Welcome Centre for Attraction and Retention of International Talent with an office at each campus of UPV/EHU.

- **Actions:**

- Provide support for international teaching staff, research staff and students and facilitate their integration into the UPV/EHU through different actions:
- Provide assistance with visas and permits.
- Initiatives to enable international people and local people to meet each other: Speed-meeting (in different languages).
- Information about culture and sport events and programmes organised on the different campuses of the UPV/EHU.
- Design and implement adaptation classes for international students both for Euskara and Spanish and for study skills as well as evaluation and learning methods, culture and, if applicable, other courses specific to the individual degree programme.
- Organisation of Welcome Day and Farewell Day events for local and international students.
- Increase the number of English Friendly Courses (EFCs), always in the context of offerings coordinated with English-language coursework.
- Promote the *Cours en Basque ou Espagnol avec soutien en Français (CBSF/CESF)* for French-speaking students.

Line for action 2:

Promoting digital transformation in the internationalisation area.

- **Actions:**

- Design and implement measures for process automation and digitalisation.
- Adapt IT tools (web page in English, update of the university's Academic Management GAUR, etc.) to the needs of internationalisation.

Line for action 3:

Improving coordination of cross-disciplinary internationalisation policies.

- **Actions:**

- Establishment of a matrix organisation that facilitates the design, implementation, coordination, monitoring and assessment of the lines for action in the internationalisation area for all directorates, centres and services of the UPV/EHU.

Line for action 4:

Promoting the definition of an internationalisation strategy for each of the centres of the UPV/EHU in accordance with the objectives of this Plan.

- **Actions:**

- Collaborate with each academic centre in designing and implementing an internationalisation strategy.
- Advise the teaching centres to help them identify opportunities in the most relevant internationalisation areas.

- **Indicators for the Organisation line for action:**

1. Inauguration of the Welcome Centre (Yes/No).
2. Digital Transformation in the internationalisation area (Yes/No).
3. Coordination of cross-disciplinary internationalisation policies (Yes/No).
4. No. of centres that have defined and implemented an internationalisation strategy.

4.5. INSTITUTIONAL POSITIONING

Line for action 1:

Establishing and reinforcing strategic international alliances at different levels (networks, European alliance, Euro-region, bilateral cooperation) and in different regions.

- **Actions:**

- Euro-region: Consolidate the Cross-Border Campus of the UPV/EHU in collaboration with all participating universities and organisations, especially with the University of Bordeaux and the University of Pau and Pays de l'Adour, in different fields:
 - Encourage the development of double-degree and joint-degree programmes (Bachelor's, Master's degrees, Erasmus Mundus).
 - Provide incentives for developing teaching innovation projects.
 - Expand the LTC Sarea Programme to support internationalisation, and to promote scientific excellence and connection with the region of the Cross-Border Cooperation Laboratories (LTCs) with the University of Bordeaux.
- Europe: Increase involvement of UPV/EHU in different initiatives within the ENLIGHT alliance:
 - Actively participate in training, teaching innovation and research activities.
 - Expand the ENLIGHT alliance to the entire university community of the UPV/EHU.
 - Increase flexibility of university rules and regulations to facilitate project development.
 - Improve the integration process at the project level and at the system level.
- Increase strategic alliances with universities from the Atlantic Region.
- Latin America:
 - Enhance the Strategic Alliances of the UPV/EHU in Latin America by incorporating well-known prestigious universities, taking as a basis the Latin America Graduate Education

Network and the academic agreements and collaborations developed in the field of environmental sustainability, inclusion and diversity, as well as citizen engagement, democratic values and civil service.

- Design and implement different initiatives in graduate education, teaching innovation, and research and knowledge-transfer, as well as in new fields of knowledge.
- North America (USA and Canada):
 - Reinforce the stable relationships that the UPV/EHU has already built up with well-known prestigious universities in strategic fields of mutual interest.
 - Reinforce the collaboration with the same universities on future strategic areas.
- Asia: Strengthen relationships with the prestigious universities with which the UPV/EHU has already built stable relationships.
- Africa: Reinforce institutional relationships with Universities and Technology Centres based on the cooperation office's experience, prioritising universities with which academic collaborations have already been carried out, among others.

Line for action 2:

Bolstering international visibility of the UPV/EHU through communication campaigns.

- **Actions:**
 - Develop a strategy to identify the basic contents of the institutional web page that must appear in English.
 - Enhance and maintain the contents of the English version of the institutional web page.
 - Encourage the production of news and institutional material in English in accordance with the lines for action of this Plan.
 - Take advantage of the options for internationalisation provided by existing apps and tools.
 - Set out a strategy for participation in networking events with international exposure and increase in-person or online involvement (Workshops of the SEPIE; Congresses and events of the EAIE, APAIE, NAFSA, etc.).

Line for action 3:

Bolstering the UPV/EHU's positioning as a flagship university at the international level.

- **Actions:**
 - Creation of EHU Alumni International, a virtual platform that bundles:
 - International students who have studied abroad either in person and/or online in the UPV/EHU at the undergraduate, Master's or graduate level or other types of university studies (lifetime education, Study Abroad...).
 - Students of the UPV/EHU who currently live abroad.
 - Creation of the Chapter Leads (ambassadors of the International Alumni Community in different regions), with the objective of reinforcing and maintaining the connection between the UPV/EHU and its International Alumni, and as a reference for future international students.
 - Develop measures to support students, teaching staff and Technical, Managerial, Administrative and Service Personnel as ambassadors of the UPV/EHU:
 - Project in collaboration with the Etxepare Euskal Institutua with the participation of exchange students at their destination universities.

- Bolster the internationalisation of academic projects through the UPV/EHU diaspora:
 - Create a UPV/EHU academic diaspora by identifying universities and research centres of interest for this purpose, with special attention to universities with Basque coursework and lectureships.
 - Promote and enhance academic collaboration between the Teaching and Research Staff and the students in UPV/EHU diaspora.
- **Indicators for institutional positioning**
 1. No. of projects in collaboration with each of the regions.
 2. % of the university website in English compared to the established content.
 3. Position in the Shanghai ranking.
 4. Creation of EHU Alumni International (Yes/No).

5. MONITORING AND ASSESSMENT OF THE PLAN

Once the Internationalisation Plan for 2023-2026 has been approved by the governing bodies of the UPV/EHU, the implementation phase of the lines for action and the relevant actions begins, together with the monitoring and assessment of these actions.

For an adequate assessment of the implementation of the Plan, methods for monitoring must be put in place to provide access to reliable information on the state of progress and to facilitate decision-making. These methods should be easy to update in the event of new scenarios.

In the Plan, there is a set of indicators that constitute the basic dashboard for evaluation of progress and degree of fulfilment of the challenges defined.

The evaluation of the results obtained for the indicators shall be carried out annually and shall take, as its initial point of reference, the situation and the data corresponding to 31 December 2023. This will permit monitoring of the trends and progress in the lines for action and actions, which enables implementation, if needed, of updates and improvement actions.

For monitoring and assessment of the Plan, the Internationalisation Vice-President Office will define:

- The individuals responsible for achieving the objectives set for each of the lines for action established in the Plan.
- The calendar envisaged for implementation of the actions proposed for each line for action.
- The annual value forecast for each of the indicators established for each of the Challenges.

For the annual follow-up and evaluation, the annual monitoring reports on the progress of different actions and the values of the associated indicators, submitted by the individuals responsible for the lines for action, will serve as the main source of information.

With the monitoring information provided by the parties responsible for the lines for action, the Internationalisation Vice-Presidency will assess the achievement of the established objectives and may set new priorities in the calendar for actions, or determine measures for updating and improvement, if necessary.

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<https://enlight-eu.org/>

Enlight Mission Statement:

<https://enlight-eu.org/docs/enlight-mission-2020.pdf>

ANNEX 2: MODEL QUESTIONNAIRE

IKASTEGIA: ...
CENTRE: ...

EUSKARA ETA ELEANIZTASUNA:
2030erako aurreikuspena eta proposamena /
Outlook and proposal for 2030

Oharrak:

- a. Plaza eleaniztetzan kontuan hartu eskaera arrazoitua izan behar da
- b. Helburua ez da gradu guztietako irakasgai guztiak hiru hizkuntzetan eskaintzea
- c. Atzerriko hizkuntzan egiten den eskaintzak egonkorra izan behar du: baieztatu matrikula kopurua nahikoa dela atzerriko hizkuntzako taldea sortzeko
- d. Atzerriko hizkuntzan eskaintzen diren irakasgaiak ikaslearentzat ibilbide erakargarri bat bermatu behar dute
- e. Graduren batean behar bereziak aurreikusten badira zehaztu mesedez arrazoiak Oharrak zutabearen

Observations:

- a. In multi-lingual positions, it is necessary to consider whether the request is well-founded
- b. The goal is not necessarily to offer all coursework in all undergraduate degree programs in the three languages.
- c. The foreign-language coursework offered must be stable. Hence it is necessary to verify that the enrolment numbers are sufficient to create a group in a foreign language
- d. The coursework in foreign languages must ensure an itinerary that is attractive for the students.
- e. If special needs are anticipated in any undergraduate degree programme, please specify the reasons in the Comments column

1. ECTS kredituak graduatan hizkuntzen arabera¹ / ECTS credits by degree programme and language¹

Gradua / Degree programme	Kurtsoa / Academic year	EUS		GAZ / SPA	ENG ² (edo besteak)	Helburuak lortzeko Plangintza / Timeline for achievement of objectives
		NAHITAEZKOAK	HAUTAZKOAK			
... Gradua / Bachelor's Degree in ...	2022-2023					
	2023-2024					
	2024-2025					
	2029-2030					
... Gradua / Bachelor's Degree in ...	2022-2023					
	2023-2024					
	2024-2025					
	2029-2030					

¹ Aldaketarik aurreikusten ez bada, nahikoa da 2022-23 ikasturteko datuak adieraztea. / If no changes are anticipated, please fill in only the data for academic year 2022-23.

² Ingeleseko kredituetan, zehaztu eskaintzen diren kreditu horiek ea ibilbide bat osatzen duten edo ez (ibilbidea osatzeko 240 ECTSko gradu batean 48 ECTS kreditu (%20) eskaini behar dira ingelesez). Adibidez: Ingelesaren kasuan 48 ECTSko bi ibilbide eskaintzea. Oharra: kasu honetan, 44 kreditu eskainiko lirateke ibilbidea osatzen ez dutenak baina agian hurrengo urtean 4 (edo 5, 6 etabar) kreditu gehituz gero, hirugarren ibilbide bat osatzeko modua legoke. / For English-language credits, please specify whether the credits offered are sufficient to constitute an itinerary (48 ECTS credits in English (20%) are required in order to constitute a full itinerary in an undergraduate degree of 240 ECTS). For example: In this case, 44 credits were offered that are not included in the itinerary, but, if 4 credits (or 5, 6, etc.) are added by next year, then this would complete a third itinerary. Note: In this case, 44 credits were offered that are not included in the itinerary, but if 4 credits (or 5, 6, etc.) are added by next year, then this would complete a third itinerary.

2. ECTS kredituak masterretan hizkuntzen arabera³ / ECTS credits in Master's degree by language³

Masterra / Master's degree	Kurtsoa / Academic year	EUS		SPA	ENG (edo besteak / or others)	Helburuak lortzeko Plangintza / Timeline for achievement of objectives
		NAHITAEZKOAK	HAUTAZKOAK			
... Masterra / Master's degree in...	2022-2023					
	2023-2024					
	2024-2025					
	2029-2030					
... Masterra / Master's degree in...	2022-2023					
	2023-2024					
	2024-2025					
	2029-2030					
	2029-2030					

³ Aldaketarik aurreikusten ez bada, nahikoa da 2022-23 ikasturteko datuak adieraztea. / If no changes are anticipated, please fill in only the data for academic year 2022-23.

3. PLZn dauden IRIen kopurua eta plaza motak⁴ / Number and type of position for Research and Teaching Staff in List of Positions⁴

		EUS / SPA	SPA	EUS/GAZ/ENG (edo beste hizkuntzaren bat / or others)	Oharrak / Remarks
Irakasle / Professor	2022-2023				
	2023-2024				
	2024-2025				
	2029-2030				

⁴ Aurreikusten dituzuen irakasleen kopurua eta motak zehaztu kontuan hartuz goiko tauletan aurreikusitako kreditu kopurua / Define the number of positions and the type of faculty members intended in accordance with the credits offering indicated in the previous tables.

4. III. Euskara planean adierazitako eredu linguistikoaren jarraipena (24. Orrialdetik aurrera) / Monitoring of linguistic model III. Plan in Euskara

Graduaren izena / Degree programme	Hizkuntza eredua 2013-2017	Hizkuntza eredua 2018-2022	Hizkuntza eredua 2023-2027	Oharrak / Remarks
... Gradua / Bachelor's Degree in...				
... Gradua / Bachelor's Degree in...				

5. EFC irakasgaiak / EFC courses

Erabilgarriak al dira EFC irakasgaiak mugikortasun ikasleentzat? Ekarpenik egingo al zenuke hobetzeko? / Are the EFC courses useful for exchange students? What measures would you suggest for improvement?

6. AZP lanpostuak / Positions in Administrative and Support Personnel

	Lanpostua / Position	EUS Soslaiak / Profile	ENG (edo bestelako hizkuntzak / or other languages)	Oharrak ⁵ / Remarks ⁵
2022-2023				
2023-2024				
2024-2025				
2029-2030				

⁵ Lanpostu eleanitzetan kontuan hartu eskaera arrazoitua izan behar duela eta aurreikusten diren beharrak arrazoitu behar direla.

7. Bestelako gaiak / Other aspects to take into consideration

Adibidez: Bikain ziurtagiria, Nazioartekotzeko UNIBASQ zigilua, Itzulpen beharrak (euskara edota beste hizkuntzetara), formakuntza (AZP eta IIP), Hizkuntza ziurtagirien kudeaketa (AZP, IIP eta ikasleak), etabar. / For example, BIKAIN certificate, UNIBASQ internationalisation seal, needs for translation (into Euskara or other languages), education (Teaching and Research Personnel, Administrative and Service Personnel), management of language certificates (Teaching and Research Personnel, Administrative and Service Personnel, students), etc.