

## European Policy Statement 2021-2027

As an international university, Technische Universität Berlin has declared both Europeanization and internationalization as key areas of development. By establishing this focus, TU Berlin commits to sustainably pursuing internationality at all levels. In keeping with the Bologna Declaration, TU Berlin is actively involved in developing the European higher education area and seeks to strengthen its internationalization worldwide. To achieve these goals, it is important for TU Berlin to continuously improve its existing research, teaching, and service offers and activities as well as develop new offers and activities in these areas while also strengthening its international profile by strategically pursuing new forward-looking fields of action. Its participation in Erasmus+ programs provides the foundation for this work.

TU Berlin is an outstanding research university at both national and international level acting on the principles of scientific excellence, a high capacity for innovation, strong interdisciplinarity, and ecological, economic, social, and cultural relevance. Core areas of excellence such as mathematics and the natural sciences are closely integrated both with each other and with the engineering sciences to conduct innovative research for the purpose of establishing new international scientific fields dedicated to solving problems. Through its participation in Erasmus+ programs, TU Berlin contributes its strengths to European networks while also learning from other institutions and can thus help develop and strengthen the European higher education area. This is only possible, however, through student and staff mobility. Particularly important in this respect is Erasmus+ KA 103 Mobility with Program Countries.

TU Berlin maintains intensive exchange with leading international researchers and promotes long-term, stable research cooperation and partnerships with research institutions with strong international profiles. Of particular importance are its long-standing strategic partnerships with universities in Europe and Australia as well as its cooperation agreements with developing and threshold countries, such as in South-East Asia and Latin America. The aim of this strategy is to combine cooperative ventures and promote and facilitate exchange and collaboration. TU Berlin has used its participation in Erasmus+ programs to consolidate its long-term cooperation with the following partner universities: University of Technology Sydney (since 2017), Politecnico di Milano (since 2013), Technische Universität Wien (since 2013), St. Petersburg State Polytechnical University (since 2013), Norwegian University of Science and Technology (since 2012), Warsaw University of Technology (since 2012). The success of its cooperative agreements with these strategic partners is clearly visible in the "European Engineering Teams" and "mindSET" projects. Both projects are or were funded through Erasmus+ KA203 Strategic Partners and coordinated by TU Berlin.

TU Berlin also uses its participation in Erasmus+ to consolidate and strengthen the other European networks it is involved in, such as Alliance4Tech, thereby furthering its internationalization and modernization strategy. One key area of focus here is internationalization through digitalization. TU Berlin sees digitalization as an important aspect of its internationalization strategy and as an opportunity to supplement physical mobility and develop new formats for teaching and learning (e.g. virtual mobility and blended mobility). Of particular significance here are the "INSYSTED" and "ide3a" projects. Both projects represent valuable potential for the internationalization of TU Berlin and the other partners in terms of developing and implementing new forms of exchange and presenting them in digital format. This also includes new mobility formats where physical mobility and virtual options for cooperation are interlinked with each other.

The Erasmus+ project "INSYSTED – Integrated System for European Digital Learning" emerged from the Alliance4Tech consortium consisting of Politecnico di Milano, CentraleSupélec Paris, and University College London, and has been funded through the Erasmus+ Strategic Partnerships program since 2019. The consortium works with partners from research and industry to develop a virtual learning factory for an experience-based discovery of the methods and instruments of production management.

Within the BMBF/DAAD-funded project "ide3a – international alliance for digital e-learning, e-mobility and e-research in academia" (which developed out of the "International Cooperation and Mobility through Digitalisation" call for proposals), TU Berlin is working with a European consortium further consisting of the Norwegian University of Science and Technology, Cracow University of Technology, Dublin City University and Politecnico di Milano to lay the foundations for a systematic linkup of digitalization and internationalization. The project aims to provide support and advice for the "student journey" as well as increase options by extending digital infrastructures for student exchange and transnational teaching and research and by incorporating digital elements such as online programs. The introduction of the new digital Erasmus+ infrastructure envisaged for the new generation of programs plays an important role here.

TU Berlin is also a member of TIME (Top International Managers in Engineering), a network of leading universities of technology with a historical regional focus on Europe. The main objectives of this network are to develop ambitious curricula for engineering programs at the member universities and to create double degree programs through university cooperation agreements. TU Berlin is further involved in the Knowledge and Innovation Communities (KIC) of the *European Institute for Innovation and Technology* (EIT). As a partner in the *Climate KIC* and *EIT Digital*, TU Berlin also develops strategic alliances with industry at European level.

ENHANCE - European University of Technology Alliance is a consortium of seven European universities founded by TU Berlin. A successful application for funding was submitted to the Erasmus+ program KA2 Partnerships for Excellence - European Universities. The other partner universities within the ENHANCE network are: Chalmers University of Technology, Norwegian University of Science and Technology, Politecnico di Milano, RWTH Aachen University, Universitat Politècnica de València, and Warsaw University of Technology.

ENHANCE is the cornerstone of an innovative *European University of Technology* spanning the European education area. Using the concepts of integration and innovation, the network creates a strong and sustainable alliance to achieve the following long-term visions: promoting responsible social change by developing a strong alliance of European universities of technology; empowering people to develop and use science and technology responsibly; transforming global challenges into opportunities. These goals reflect the priorities of the *Agenda for the modernization of Europe's higher education systems* (measures to ensure the future supply of skills to meet demand and promote excellence in skills development, create inclusive and networked higher education systems, enable higher education institutions to contribute to innovation to benefit the rest of society, and promote effective and efficient higher education systems).

The goals of the new ENHANCE network reflect TU Berlin's strategies for modernization and internationalization and supplement existing activities within the framework of the Erasmus+ program.

TU Berlin is fully committed to its vision for Europe and the European higher education area. This includes creating comprehensive mobility windows with study stays abroad for at least one semester as standard offers. Through its application to the Erasmus+ European Universities call, TU Berlin has committed to significantly increasing mobility for students, instructors, and administrative staff and providing everyone the opportunity to take part in an international exchange.

In 2010 and 2011, TU Berlin participated successfully in the "Internationalisation of Universities" audit conducted by the German Rectors' Conference (HRK). Participating universities were required to produce a report on the current situation as well as a statement of goals and a strategy for internationalization. In order to systematically develop the process of internationalization and the measures required to achieve this, TU Berlin also took part in the "Internationalisation of Universities" re-audit between 2015-2018. In February 2019, TU Berlin successfully completed the re-audit process of the HRK's "HRK-EXPERTISE Internationalisation" project. The focus of the re-audit included staff mobility for administrative and technical staff, increasing mobility numbers, and cooperation with the Global South. Erasmus+ also plays a role here.

The University's vice president for strategic development, junior scholars, and teacher education also demonstrated her strong commitment to mobility by introducing a program titled "Staff mobility - learning with and from our partners abroad" aimed at increasing mobility among TU Berlin staff. The initiative is funded through the Erasmus+ programs KA103 Mobility with Program Countries and KA107 Mobility with Partner Countries.

The goal of increasing mobility numbers is pursued on the principle of making a stay abroad a standard offering. To achieve this aim, it is planned to establish and increase short-term mobility offerings and conclude service level agreements between the University's administration and faculties to enable greater decentralization. These processes are necessary to achieve the desired increase in mobility numbers. The University makes strategic use of the Erasmus+ program line KA 107 Mobility with Partner Countries to support and fund cooperation with strategically relevant non-European partner universities as well as support cooperation with partners in the Global South. The focus here is on research cooperations with our strategic partners the University of Technology Sydney and St. Petersburg State Polytechnical University as well as selected universities in the Global South, in particular in Africa. To support cooperation with partners in the Global South, projects are also funded within the Erasmus+ program Capacity Building in Higher Education.

TU Berlin's goal is to use its participation in Erasmus+ to modernize and internationalize the University and help shape the European education area. Key to achieving this aim are the *European Agenda for the Modernization of Higher Education Systems* and the goals of the *European education area*. TU Berlin seeks to make inclusion for students and staff from minority groups a new area of its focus. The new generation of Erasmus+ programs can also provide help here. TU Berlin has already begun working with both internal partners (e.g. the Family Office) and external partners (e.g. Arbeiterkind.de) to address the topic of inclusion and further partnerships are planned.

The process of implementing European and international programs at TU Berlin and the increase in the number of successful projects has resulted in an increased commitment at institutional level as well as a set of procedural guidelines. Internationalization has become a watchword for a variety of measures to adapt teaching and research at TU Berlin to the challenges arising from the globalization of problems and working relationships.

Through its participation in Erasmus+, TU Berlin helps strengthen the concept of Europe, while also communicating this to its students and staff. In doing so, it reinforces awareness among TU members of their European identity, cultural heritage, and diversity.

TU Berlin is very active in applying for projects within all Erasmus+ program lines. As this also represents an integral part of its internationalization and modernization strategy, TU Berlin will continue to focus on Erasmus+ and encourage applications for projects within all programs. This enables TU Berlin to strengthen its cooperation with partner institutions in program and partner countries and jointly develop innovative models of collaboration.

It is only possible to pursue the above projects and the aim of a qualitative and quantitative improvement in mobility within the framework of the Erasmus+ program. Erasmus+ KA 103 in particular is essential for the huge increase in the numbers of students, teachers, and administrative staff participating in mobility programs which TU Berlin is seeking to achieve as an essential element of its internationalization strategy.

TU Berlin also adopts a combination of a bottom-up and top-down approach in its internationalization strategy.

*The Department of International Affairs* provides targeted information and advising to support decentralized applications from academic chairs (bottom-up) and promotes networking between new applicants and funded projects. It provides information for applications to European projects submitted as both partners and coordinators, taking account of the specific interests and needs of the academic chairs and other institutions at TU Berlin.

TU Berlin also consciously includes the work of its academic chairs and other decentralized institutions in the ongoing process of developing its strategy and when defining its most important partners and most relevant themes.

TU Berlin also uses centrally coordinated applications (top-down) within Erasmus+ program lines to further cooperation with partner institutions as well as cooperative ventures focusing on strategic topics of particular relevance for the entire University. Depending on the funding line, criteria here include the number of academic chairs and faculties cooperating with a partner institution, compatibility of degree programs and research fields across a number of faculties, demand for KA103 mobility, expertise, synergies, and interest in jointly advancing innovation in strategic topics (e.g., digitalization, innovative learning and teaching methods, new forms of mobility, internationalization of doctoral training). In recent years, the funding lines KA203 Strategic Partnerships in Higher Education and KA2 European Higher Education Institutions as well as KA107 Mobility with Partner Countries and KA103 Mobility with Program Countries have been used to advance institutional strategic measures based on these criteria.

The combination of a bottom-up and top-down approach has proven very fruitful as a way to strengthen selected partnerships and pursue and develop the University's strategic goals. TU Berlin will continue to use this approach in its applications within the new generation of Erasmus+ programs.

With the transition to the next generation of Erasmus+ programs, it is planned to discontinue the mobility consortium for internships abroad located in the Career Service at TU Berlin.

This will allow a more intensive use of existing resources to increase mobility numbers at TU Berlin, including the number of internships completed abroad.

The Erasmus+ program offers numerous opportunities and possibilities for all TU members, both staff and students, to discover Europe and the rest of the world, irrespective of their social or economic background. Creating simpler recognition procedures for student stays abroad helps raise awareness at TU Berlin regarding the recognition of European school certificates and university degrees, thus increasing its attraction for students and employees from both Germany and abroad. Further mobility windows are to be incorporated into the study regulations of all bachelor's and master's programs to both increase student mobility in the long term and to make it easier to gain recognition for work and studies undertaken abroad. Students at TU Berlin are encouraged to prepare for a global labor market by optimizing their use of the Erasmus+ program through multiple mobilities, such as completing an internship abroad at the end of a semester abroad.

Teaching and learning mobilities contribute to increasing professional, social, and intercultural skills. In this context, flexible innovative teaching and learning concepts and knowledge transfer methods (such as e-learning and blended learning) have also been introduced. TU Berlin recognizes mobility undertaken for teaching and learning purposes by awarding an Intercultural Certificate to staff of all status groups completing a stay abroad. The certificate is awarded by Human Resources and Continuing Education on the basis of fixed criteria. It serves as recognition of the professional commitment of TU Berlin staff and seeks to develop intercultural competencies.

TU Berlin sees the Erasmus+ program as an opportunity to promote a European dimension in teaching, study, and research in as many areas as possible. In its Mission Statement for Teaching, TU Berlin pledges to prepare its students for an international life and career. Participating in Erasmus+ programs is an important element in achieving this goal ([www.tu-berlin.de/fileadmin/fq14/QPL/Ziethen/Ziethen\\_VI/TU\\_Berlin\\_Leitbild\\_Lehre\\_Heft.pdf](http://www.tu-berlin.de/fileadmin/fq14/QPL/Ziethen/Ziethen_VI/TU_Berlin_Leitbild_Lehre_Heft.pdf)). This is reflected in the fact that every faculty and central institute at TU Berlin now does so as well as the continuous growth in the number of Erasmus+ cooperations and exchanges involving international and TU Berlin students. The relative rates of participation across the various subject areas have seen little change. However, although participation among the natural sciences and engineering continues to be less than for economics and humanities, the number of students completing a semester abroad or an internship abroad is increasing. The quality of the Erasmus+ projects plays a decisive role here and TU Berlin conducts an ongoing qualitative and quantitative evaluation of its projects.

To achieve its goal of including students and staff from all social backgrounds in mobility programs, TU Berlin will be developing new concepts, working together with organizations like [Arbeiterkind.de](http://Arbeiterkind.de).

Exchange programs must meet quality standards to ensure that the objectives of studying abroad remain effective in the long term. The procedures for recognizing study achievements and examinations provide a key indicator of quality. The credit transfer database plays an important role here.

To ensure the quality and relevance of exchange programs as well as a sustainable growth of cooperation partners, a QM process for establishing exchange and dual degree programs was developed together with the University's faculties and quality management officers.

This process was officially adopted in March 2020 and has been binding in all faculties since then ([www.tu-berlin.de/?22519](http://www.tu-berlin.de/?22519)).

ECTS points and instruments are essential to the success of programs as is the integration of students and teachers in teaching operations within the exchange programs. Additional measures such as assistance with finding accommodation, information sessions on studying and teaching, orientation days, group and individual advising on visas, health insurance, and choosing the right course, a buddy program, an information resource with reports on studying abroad as well as a wide range of language courses all contribute to the quality of exchange programs. To monitor the quality of mobilities, participants are required to complete a quantitative EU survey at the end of their stay abroad as well as a qualitative report on their experiences to help evaluate and develop the program.

TU Berlin is an attractive place to research and study, where students acquire both technical knowledge and skills and social competencies. In our globalized world, the professional challenges university graduates face are no longer restricted to individual countries or regions. As such, TU Berlin aims to train its students as "global citizens" by preparing them for an international labor market and providing them with the skills to manage global issues and challenges.

TU Berlin is committed to greatly increasing its mobility numbers. The ENHANCE network aims to increase student mobility by 100% and staff and teacher mobility by 30%. This is only possible with the support of a number of Erasmus+ programs such as KA103. New learning and teaching formats as well as mobility options are also being developed (such as short-term mobility, block teaching, summer/winter schools, research projects, and internships). Another key element is blended learning, which combines physical and virtual mobility. A total of seven work packages have been defined to achieve these goals. The "One Campus" work package pursues the following objectives: automatic recognition of academic achievements, common learning goals and outcomes, seamless student exchange, introduction of a *European student ID*, and joint services for students.

As mentioned above, Erasmus+ KA107 is used to advance the strategic development of TU Berlin's cooperative ventures. The focus is on projects with strategic partners and developing cooperations with strategically important regions (e.g. University of Technology Sydney in Australia, St. Petersburg State Polytechnical University in Russia, Israel and Africa as focus regions).

TU Berlin is committed to developing new and innovative cooperation strategies and to participating in existing projects and is currently very well positioned in this regard having submitted successful applications within Erasmus +, including Key Action 2.

TU Berlin is also very keen to make projects sustainable and provide access to the results of individual projects for the entire University as well as the professional public.

The schedule<sup>1</sup> is as follows:

- 2020/21: Preparing the new generation of Erasmus+ programs
- From 2020: Implementing the measures of ENHANCE within the framework of "European Universities"
- 2024: Interim evaluation of the Erasmus+ program at TU Berlin

Digitalization:

- Full implementation of the digital Erasmus+ infrastructure at TU Berlin by 2025:
  - o 2020/21: Online inter-institutional agreements, online learning agreement
  - o 2021/22: Introduction of Erasmus+ mobile app for students
  - o 2022: Online selection and admission
  - o 2023: Digital transcript of records
- Adapting and implementing digital structures for internships abroad
- Developing new teaching and learning formats (virtual mobility, blended

mobility)

Inclusion:

- From 2021: Developing and implementing a concept for inclusion (e.g. flexible mobility formats, new target groups)

Erasmus goes green:

- From 2021: Developing and implementing a concept for implementing and promoting environmentally friendly methods

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<sup>1</sup>Updated May 2020 – The schedule will be adapted to take account of COVID-19 as required.