University of Zurich Internationalization Strategy 2014–2020

The University of Zurich is an internationally renowned research and teaching institution, and is part of a dynamic, global environment. To maintain its top position, UZH is called on to master demanding challenges. This document proposes strategies which will enable our University to reach its goals regarding internationalization.

Many of the proposed measures lie within the responsibility of the faculties. The Executive Board of the University is, however, committed to supporting the faculties in their endeavors to enhance internationalization and offers them incentives to reach their goals.

Guiding Principles

The Strategic Goals 2020, which were adopted by the Board of the University and the Executive Board of the University in 2012, provide the foundation for the proposed internationalization strategy. The following strategic goals are decisive factors in achieving the objectives of UZH's internationalization policy:

1. "UZH holds a leading position in the European research area. In selected domains, the University is among the world's best research institutions. […]" (Strategic Goal 1)
2. "UZH recruits outstanding scholars for professorial appointments and offers first-rate conditions. […]" (Strategic Goal 3)
3. "An excellent infrastructure enables the University of Zurich to accomplish its goals and to achieve a high international profile. […]" (Strategic Goal 7)

Based on these principles, an internationalization strategy has been developed for the following domains: The University as an institution; research and academic career development; teaching and studies.

Strategic Goals	Proposed Measures
I. Institution	
I.1 International House UZH offers comprehensive support for its international students and staff, from Bachelor's degree programs to professorships.	– The International Relations Office establishes and manages an International House. This structure serves to compile the University's key non-academic advisory and counseling services, including entry into Switzerland, residence permits, insurance, accommodations, family matters, etc. – The International House supports the integration of international staff and students and their families during their stay in Zurich. A variety of measures are created to introduce international staff and students to the UZH community; examples include welcome events, receptions, and networking activities for students and researchers.
I.2 Visibility UZH is visible as an excellent and diverse research and teaching institution.	– Relations with Swiss representations abroad are cultivated and strengthened. Representations include swissnex, scientific advisors at Swiss embassies, consulate generals, and the Swiss Agency for Development and Cooperation (SDC). – To cultivate relations with Swiss representations abroad, professors on sabbatical adopt a voluntary role as UZH ambassadors, for example, by participating in alumni events. – Where feasible, UZH coordinates its international presence with other Swiss institutions of higher learning and with the State Secretariat for Education, Research and Innovation (SERI). – UZH considers the most important university rankings with the greatest visibility and explores possibilities for improvement. – Data on indicators of internationalization are continually improved to enable comprehensive monitoring.

Strategic Goals	Proposed Measures
	– Targeted communication of strategic research projects at UZH, especially the University Research Priority Programs, is addressed to a global audience. – UZH defines and participates in the most important educational fairs with a focus on Master's and PhD studies.
I.3 Bilingual Communication UZH communicates in German and English.	– Information on administrative and study-related procedures is published in German and English. Bilingual communication is taken into consideration for basic procedures concerning enrollment, booking modules, and development strategies. The most important University regulations are made available in English.
I.4 Institutional Partners UZH cooperates with strategically important national and international partners.	– University-wide membership in a global network of excellent universities is considered. Strategic partnerships with selected universities are established. The exchange between institutions is done by means of mobility agreements in research and teaching, and supported by mobility grants. The foundation of the University's own network is considered. – The faculties and departments establish and maintain their own partnerships and networks.
I.5 International Alumni UZH supports its international alumni in efforts to advance UZH's reputation abroad.	– Alumni UZH develops a strategy to organize international UZH alumni and to leverage networks of UZH alumni in areas of interest.

Strategic Goals	Proposed Measures
I.6 Global Engagement As an excellent and international research and education institution, UZH is committed toward society and contributes to sustainable development.	– Knowledge sharing: UZH encourages learning and the acquisition of specialized knowledge in developing and emerging countries by supporting research collaborations and activities in the area of capacity building (for example, the development of curricula). – The already existing North-South Cooperation provides seed funding to joint projects with African partners in research, teaching, and capacity building. This program is transformed into a plan that includes further developing and emerging countries. – The current funding instruments are adapted for the new target area. In addition, grants for researchers from the corresponding developing and emerging countries are selectively given for a stay at UZH.
II. Research and Academic Career Development	
II.1 Recruitment UZH recruits the best researchers from Switzerland and abroad.	– Job advertisements for research positions are posted in national and international media. – The faculties are encouraged to recruit and hire visiting professors from abroad. UZH awards a small number of visiting professorships to effectively strengthen UZH's global reach. The professorships are awarded in a competitive selection process.
II.2 Acquisition of International Funds UZH supports its researchers by acquiring third-party funds from abroad.	– The University decides whether the current supportive measures offered to researchers when submitting applications for funding from the EU, the USA, and other existing partners are sufficient. The issue of using seed funding to draft applications is of particular importance when making this decision.

Strategic Goals	Proposed Measures
II.3 Promotion of Junior Scholars UZH supports its junior scholars in their efforts to gain international experience and establish professional relationships with colleagues abroad.	– UZH encourages its junior scholars to participate in international events for junior researchers, e.g. summer schools. – Short stays abroad to conduct research receive increased support. – UZH offers more summer schools to give junior researchers the opportunity to establish and maintain professional networks.
III. Teaching and Studies	
III.1 Mobility UZH promotes mobility and encourages its students to go abroad. The University and the individual faculties decide on the target numbers.	– The number of non-European partner universities is set to be increased. The International Relations Commission provides support in concluding university-wide exchange agreements. – All Bachelor's and Master's degree programs have a built-in mobility window, enabling students to go abroad without having to study longer. The Faculty of Medicine is an exception. – Recognition and converting grades of coursework done abroad is improved and standardized. – Student exchange is based on reciprocity; corresponding offers for incoming students are developed: Summer schools, so-called "Zurich Semesters" with German classes and courses on European culture and politics. – Other ways for UZH students to make international experiences are defined (for instance, internships abroad, summer schools).

Strategic Goals	Proposed Measures
III.2 Internationalization in Zurich UZH encourages integration of an international dimension in all degree programs.	− The faculties at UZH determine which skills their students should acquire to be best qualified for an international environment. The faculties also decide whether changes must be made to the curricula. − UZH supports its researchers and students in all efforts that contribute to greater awareness for cross-cultural collaboration.
III.3 Recruitment UZH actively recruits excellent students at the Master's and PhD level.	− Admissions processes are accelerated to enable a timely review of the conditions for admission. − Rolling admission procedures for PhD candidates are considered. − Master's degree programs and PhD programs, except at the Faculty of Medicine, are increasingly offered in English. − UZH reviews whether grants for outstanding international students should be introduced. It also considers closer cooperation with the grant offices of the Swiss Confederation.
III.4 International Programs UZH supports the development of international degree programs.	− All faculties are encouraged to offer joint or double degree study programs with foreign partner universities.