



## Action plan for internationalisation 2021–2024

### Background to the action plan

This action plan is based on Örebro University's (ORU) vision, mission statement, core values and approach, development areas, and strategies. Based on this action plan and focusing on the strategic goals and key activities, each department, school and faculty are expected to include activities in its operational plan that strengthen internationalisation at the university. A key aspect is that each organisational unit develops a common idea of how internationalisation activities can be integrated into its everyday activities, and what goals its internationalisation work will fulfil. A basic prerequisite for internationalisation work is that it must be conducted in such a way that it is as inclusive as possible and supports ORU's sustainability efforts (including equality and gender equality efforts).

### Why internationalisation?

Properly managed, increased internationalisation can mean a significant increase in the quality of a university's core activities and support processes, for example, through increased international networking, increased knowledge transfer, competence management and Bildung. Increased quality in education and research can, in turn, lead to an improved reputation nationally as well as international positioning, which can further lead to a positive quality spiral for a higher education institution. Finally, internationalisation is also a prerequisite for certain programmes and research to be carried out at all. The development of knowledge is propelling forward all around the world, and a university must keep up with it. This is necessary for favourable prospects and for ORU to develop in harmony with the world around it. It is essential – and a strength – to have an international perspective on higher education to attract and retain talent and employees with the right skills. The university, therefore, needs to strive to attract new employees and students even outside of Sweden. Additional perspectives can be found in Annex 2.

### Internationalisation at Örebro University

A cornerstone of the internationalisation work at ORU is that it must be conducted at all organisational levels: the university level, the faculty level, at schools and divisions, in study programmes and at the research group level as well as in administrative departments. The internationalisation work must therefore be integrated into all activities at the university. The right type of internationalisation work must be conducted at the right level and in the right organisation. Internationalisation must also be interdependent in such a way that its activities have sufficient funding, are quickly assessed and that the available support for internationalisation work is easily navigated. Efforts must be adapted to the resources allocated. It is critical to consider that heightened ambitions in (parts of) the organisation can lead to an increased need for assistance from support functions.

Decentralised internationalisation work assumes that subdivided activities for internationalisation are included in the operational planning at all faculties, schools, departments, and divisions, as well as at the central level. Measurable and qualitative goals at

the faculty, school and department levels are to be set out in their respective operational plans and will be followed up and redefined annually within this process. In addition, the central internationalisation function is to carry out follow-ups to attain a coherent picture of the internationalisation efforts carried out at ORU. Consultation support for the local work will be available during the first years through dialogue with the central internationalisation function. Goals and support must be adapted to the conditions and needs of each individual organisational entity and take into account quality, inclusion, sustainability and equality. Internationalisation activities, as defined in the action plans, are to be budgeted annually in the activities insofar as they do not fall under central university funding. The priorities made locally must comply with the university's overarching priorities as well as local circumstances and needs.

### **Action plan structure**

This action plan is structured according to ORU's five development areas:

- Outstanding research
- High-quality education
- Competence management and sustainable leadership
- Effective and smart working methods
- Positioning and relations

The action plan at the university level is supplemented with a template that includes proposals for sub-goals that may be considered when local internationalisation activities are developed (Annex 1). There is also an appendix containing clarifications and definitions of concepts and terms as well as what considerations were made during the preparation of the plan (Annex 2). The action plan as such (as well as Annex 1) is to be a basis from which faculties, schools and departments are expected to add their local-level, prioritised internationalisation activities to their operational plan. The action plan states who has the primary responsibility to ensure that the activities are carried out, even if other parties may be involved. The organisational entity listed first bears the primary responsibility for initiating and carrying out the activity.

The action plan contains most of the activities in the processes where internationalisation is underdeveloped. Processes that are already relatively strongly internationalised, such as research at most schools, should continue to develop, however without further support from university-wide internationalisation funds. With certain activities, where faculties or schools are responsible, this does not imply that the activity necessarily concerns all faculties or schools. Instead, each organisational entity must assess what is relevant for them. Many of the activities are the responsibility of administrative departments, which is why it is extra important to emphasise the importance of local operational plans for faculties, schools and departments, for effective planning to take place. It is worth noting that certain activities are, in fact, prerequisites for achieving the goals. The level of activities in the action plan, therefore varies from relatively detailed to more comprehensive.

## Action plan for internationalisation 2021–2024

### Outstanding research

Goal	Activity	Schedule	Responsible <sup>1</sup>	Budget	Follow-up
Increase incoming and outgoing researcher mobility.	Clarify and communicate the value of mobility and review how researcher mobility can be encouraged and supported, both in terms of incoming and outgoing mobility.	2021 and continuous	HR, Central	Existing	Operational plan
Encourage internationalisation in those research environments where such collaborations are mostly lacking today.	Support networking with high-quality international research environments through research stays, support for research applications and conference participation.	2022-2024	IO, Central, Faculties, Schools	Existing, external	Operational plan
Participate in more extensive networks of universities, regardless of where in the world, when justified and decided at university management level.	Work actively with existing collaborations (SASUF, MIRAI, GCUA, SWITALY) <sup>2</sup> and connect to new networks.	Continuous	Central	Existing	Operational plan

### High-quality education

Goal	Activity	Schedule	Responsible	Budget	Follow-up
Significantly increase the proportion of outgoing exchange students (incl. internships, degree projects, study visits) at all levels (bachelor's, master's, doctoral).	Develop procedures for new exchange agreements as well as for systematic and regular review of existing agreements, which particularly take into account a requirement for extensive offering of courses with English as the instructional language.	2021	Central, IO	Existing	Operational plan
	Investigate which of our programmes that can offer international internships. Inform students about the support IO can provide and what resources are available in the form of scholarships.	2021–2023	IO, Central, Faculties, Schools	Existing	Operational plan
	Award extra funding to students who choose sustainable international travel.	Continuous	IO	Erasmus funding	Operational plan

<sup>1</sup> CAD = Centre for Academic Development; Campus = Campus Services; Central = Pro-Vice-Chancellor for Internationalisation and administrative support from the Executive Office; ComCoL = Office for Communication and Collaboration; EO = Executive Office; GO = Grants Office; Housing = Housing Office at Campus Services; HR = Human Resources; IO = International Office; OAP = Office for Academic Policy

<sup>2</sup> South Africa-Sweden University Forum (SASUF); Collaboration project between Swedish and Japanese Universities (MIRAI); Global Challenges University Alliance (GCUA); Collaboration project between Swedish and Italian Universities (SWITALY).

Increase the number of incoming exchange students (incl. placement students) at all levels (bachelor's, master's, doctoral) significantly.	Review the support provided for incoming placement students and doctoral students. Supplement support where this is lacking. Implement a checklist with support/information and a clear assignment of responsibilities when receiving placement students and doctoral students.	2021–2022	IO, HR, Central	Existing	Operational plan
Increase the proportion of incoming freemover students significantly.	Develop a long-term, sustainable strategy for recruitment of freemovers (mainly from northern Europe), stretching from before recruitment until they are alumni, aiming for a positive total experience of ORU.	2021–2023	Central, ComCol, IO, Housing	Extra resource	Special report
Introduce English as the language of instruction in an increasing number of study programmes at the bachelor's and master's levels at ORU, or through joint/double/dual degree programmes.	Each faculty must offer an increasing number of English-language master's programmes (however, this does not apply to master's programmes leading to certificate professions, language programmes or where the subject matter has a specific Swedish context).	2021-2024	Faculties, Schools, OAP, Central	Existing	Operational plan
Develop alternative and/or new forms of internationalisation within education.	Develop “internationalisation at home”, “virtual mobility” and “blended mobility”, especially for students from study programmes with limited windows of time for physical mobility.	2021–2024	Schools, CAD	Existing, external, central internationalisation funding	Operational plan
	Investigate the conditions for how “short-term mobility” (summer courses, study visits, blended mobility, etc.) can be improved and proceed by developing such activities.	2022	IO, Central	Existing	Special report
Create functional support for grant proposals for external funding aimed at internationalisation activities in education, such as Erasmus+ Key Actions 2 and 3.	Ensure that both people and financial funding are allocated and that the support function is assigned to the appropriate unit within the organisation.	2021 and continuous	Central, GO, IO	New position (1)	Special report

### Competence management and sustainable leadership

Goal	Activity	Schedule	Responsible	Budget	Follow-up
Create a sustainable organisation for internationalisation.	Follow up the previous investigation into the functionality of the internationalisation support (conducted in 2018) and provide a proposal on how resources should be organised (to cover gaps, minimise duplication of work and to guarantee easy access).	2021	Central	Existing	Special report
Increase the number of international applicants to job vacancies.	Work actively with the implementation of Charter & Code (HRS4R).	Continuous	HR, Central, Faculties	Existing	Special report

	Increase the number of successful international recruitments, e.g. through increased support for accompanying partner's and English advertising for jobs where knowledge of the Swedish language is not obligatory.	Continuous	HR, Schools	Part of extra resource + existing	Operational plan
Increase staff's bilingualism.	Investigate the possibility for an obligatory requirement for newly recruited international employees to speak fair Swedish within two years of employment and provide support for this. (This requirement should not apply to temporary staff such as doctoral students, postdocs, etc.) Discuss implementation with deans/academic appointments committees.	2022	Faculties, HR, OAP, Central	Existing	Special report

### Effective and smart working methods

Goal	Activity	Schedule	Responsible	Budget	Follow-up
Increase international exchange (incoming and outgoing) among teachers and technical-administrative staff.	Create opportunities for, and inform about, both incoming and outgoing exchange opportunities.	2022, then continuous	Schools, IO	Existing	Operational plan
Create a more international and inclusive environment at ORU.	Offer employees courses in the English language. Also offer intercultural awareness training to reduce barriers to internationalisation.	2021, then continuous	HR	External funding	Operational plan
Establish an effective organisation for security issues linked to internationalisation.	Examine the need for a sustainable organisation for handling security issues linked to internationalisation. Implement suggested organisation.	2022	Central, HR, Campus	Existing	Special report
Promote sustainable internationalisation.	Develop practices for travel-free meetings as a complement to physical ditto. Provide support and implement incentives for sustainable travel.	2021	OAP, ComCol	Existing	Operational plan

### Positioning and relations

Goal	Activity	Schedule	Responsible	Budget	Follow-up
Participate in a European Universities Initiative application.	Participate in a selected consortium's European Universities application and secure internal support for this at ORU.	2021–2022	Central	Part of extra resource + existing	Separate programme application
Establish strategic partnerships with 2–3 North European universities that are ranked similarly to ORU.	Investigate new possible partners and support joint activities with these.	2021–2023	Central	Existing	Operational plan

ORU will conduct responsible internationalisation.	Develop ORU-specific guidelines for responsible internationalisation based on STINT recommendations <sup>3</sup> .	2021	Central	Existing	Operational plan
ORU will work actively with international rankings and accreditations.	Ensure the quality of the data produced for the rankings and accreditations we will participate in (at the university, faculty or departmental level).	Continuous	OAP, EO, Faculties, Schools	Existing	Operational plan
ORU shall position itself among its peers with its successful internationalisation activities.	Positioning efforts must also contain an internationalisation dimension.	Continuous	Central, IO	Existing, external, central internationalisation funding	Operational plan

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<sup>3</sup> [https://www.stint.se/wp-content/uploads/2020/02/STINT\\_Responsible\\_Internationalisation.pdf](https://www.stint.se/wp-content/uploads/2020/02/STINT_Responsible_Internationalisation.pdf)