

As a future Europa Universität, the university is pursuing the goal of educating a generation that understands Europe and recognizes and initiates the necessary political and economic reforms. For example, a trinational Bachelor's program "European Cultural Identity" and a Master's program "Social Change (Transformation Design)" and "European Education in Transitions" are in the planning stage. The research focus of the university will be on school and educational research as well as integrative European studies. In accordance with the university's mission statement, the focus will be on topics such as justice, sustainability and diversity, as well as minorities, diversity and inclusion. In this way, the university also meets the increasing demand for international, English-language education. Strategic partnerships form the basis for further internationalization. On the one hand, proven and regularly evaluated international collaborations are continued and expanded. On the other hand, the acquisition of new strategic partnerships is necessary. These are actively sought by the Presidential Board, they are as broadly based as possible in terms of subject matter, and they are actively supported by academically responsible persons through a variety of measures. This may involve the mobility of teaching staff, administrative staff and, above all, students. Universities with matching profiles (teacher training and pedagogy, economics, culture, European studies, health), size, perspectives and mission statements ensure sustainable international cooperation.

Internationalization takes place at both EU and non-EU levels. One focus is on building a European network with partners from Scandinavia and Eastern Europe as well as Spain, Turkey and Russia. The border location to Denmark already leads to privileged partnerships in the transnational border and Baltic Sea region. At the same time, there is also targeted cooperation with universities located in European border regions, thus sharing the university's unique selling point. Another focus is already on North-South partnerships with Africa, North and South America, and India. This arises, among other things, against the background of the educational orientation of the university and the UN Millennium Goal "school education". The university pursues a consistent Europeanization and internationalization strategy. It is the goal and priority of state policy to develop UF into a European university. In accordance with the university's mission statement, the focus is on inclusion, minorities and European education. High priority is given to increasing student mobilities. The strategic goal is for participants to acquire professional, linguistic and personal skills and competencies and intercultural sensitivity. A mobility window for all Bachelor's degree programs is planned from 2013/14, with a choice between study and practical placements. In the Master's area, international internships and research stays in particular will be financially supported. Potential doctoral students will be specifically informed about the possibilities of doing a doctorate in an international context. The university strives for a quota of at least 20% of students sent abroad, especially in the teacher training programs, in order to optimally prepare future teachers for the changing school reality. In connection with the stays abroad, there is a targeted linguistic and intercultural preparation of the students and the university staff. The aim is to

achieve a balance between outgoing and incoming students. In order to increase the number of incoming students, the teaching program in English will be greatly expanded and supplemented by a variety of courses. Supplementary courses on "Academic Writing" are already offered in German and English. In this way, the university is opening up to international students and teachers, and the campus is becoming an international teaching, learning and meeting place (*internationalization at home*).

Another goal is to increase the mobility of university staff and thus the international awareness of teaching and administrative staff. Synergies between the different groups of university members are to be strengthened through a common international focus. For 20 years, the university has offered several German-Danish degree programs in economics, humanities and social sciences together with its Danish partner university across the border (SDU). Another European Bachelor's program with three European partners is being planned. Flensburg University is pursuing further Europeanization and internationalization through strategic partnerships and network cooperation in Europe and in neighboring EU countries (Turkey, Russia, Morocco) as well as outside Europe in Africa and Latin America. This will continue to be done within the framework of the realized programs of the EU (e.g. Jean Monnet, Erasmus Mundus, programs of the national agency DAAD). International study programs are planned and can be sustainably developed and realized through these networks. The broader, innovative and multilingual range of studies offered by Flensburg University will ensure an increasing number of students and graduates. At the same time, the university is opening up to all groups in society. Special attention is paid to the recruitment of first-year students with a migration background for teaching professions. The success of these studies is ensured by optimizing the entrance counseling for prospective students or methodological, subject-related or linguistic mentoring projects during the course of study. Excellence in teaching and research is further promoted by additional impulses due to internationalization. The quality of teaching is continuously evaluated and supported by additional courses. A broad range of continuing and further education courses is open to all university members. In degree programs that include a mandatory stay abroad as part of the curriculum, as well as in innovative international bachelor's and master's degree programs, students should acquire additional career-relevant skills and competencies. Sustainable international networks facilitate the general recognition of study modules completed abroad. The documentation of the stay abroad ensures the transparency of the degrees. As an educational and research institution, Flensburg University is an important player in the German-Danish border region. The close cooperation with the regional economy, politics and with educational institutions generates the synergies necessary for further regional development and thus ensures the strengthening of the location and the entire region. Cross-border and international internships in business and schools provide students with practical professional and intercultural key competencies and prepare them adequately for the regional,

European and international job market; at the same time, students, researchers and teachers provide important impulses for this special European region through joint projects and partnerships (e.g. Center for Teacher Education, Climate Pact, SMEs, border region research). The conclusion of strategic partnerships with international institutions from the fields of higher education and business opens up the possibility of creating further centers of excellence.