

STRATEGIC PARTNERSHIPS AND REGIONAL PRIORITIES IN INTERNATIONAL COOPERATION

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INTRODUCTION

Internationalization is an essential part of the self-image of the University of Bonn. The professional, institutional, and regional diversity of its international cooperation as well as their continual development form the basis for all internationalization activities of the university. They also describe one of the main goals of the university's internationalization strategy. Based on this diversity, the Rector's Office has identified a number of strategic partners as well as priority countries to engage in international cooperation.

This brochure contains details on the university's strategy for establishing such partnerships and the regional priorities it involves. The first section explains the guidelines employed to define and choose these partnerships and priorities, whereas the second part explicitly specifies the university partners and priority countries. In addition, we describe our plans for strategic cooperation until 2025. The last part of this paper gives an insight into the Europe Strategy of the University of Bonn.

GUIDELINES – STRATEGIC PRIORITIES IN INTERNATIONAL COOPERATION

PREAMBLE

Section 1: Diversity of Cooperation as a Basis for Internationalization

Internationalization has become a central element in the character of the UoB. Yet, internationalization is basically a process that is intrinsically created by the actors and institutions of the university through their close cooperation with partners around the world. The academic, institutional, and regional diversity of these collaborations as well as their continual development form the indispensable foundation for all acts of internationalization carried out by the university. Independent of the guidelines given below, these actions play the greatest role in creating the international reputation of the UoB and enable its work to be seen and appreciated in an international context.

Section 2: Prioritization Based on Diversity

On the basis of this diversity, the university management has defined a number of strategic priorities for its international cooperation. These priorities in turn adhere to some basic principles (Sections 4–7) and serve to establish

stable infrastructures in the international cooperation by enabling synergetic, sustainable cooperative relationships (Sections 8–9). They receive special support by the university management to facilitate the university's international profile (Section 10–11). The guidelines quoted here form the basis for selecting and designing such strategic priorities.

Section 3: Bilateral-Institutional and Multilateral-Regional Priorities

The UoB maintains its strategic priorities in international cooperation on two levels: First, on the bilateral-institutional level, it creates strategic university partnerships distinguished by comprehensive collaborations in teaching, research, and administration (Section 9a). Second, on the multilateral-regional level, it designates priority countries for international collaborations, that is, countries with which the UoB maintains close contacts based on the overall positive conditions and the scientific goals represented by their respective scientific institutions (Section 9b).

Section 4: Reciprocity

The strategic priorities of the UoB serve to establish cooperation that are of mutual benefit to all parties. This enables the reciprocal exchange of scientific resources, particularly of knowledge and personnel (brain sharing, not brain drain). This succeeds best when there is a nearly equal symmetry between the partners regarding the strength of their respective academic systems.

Section 5: Common Values

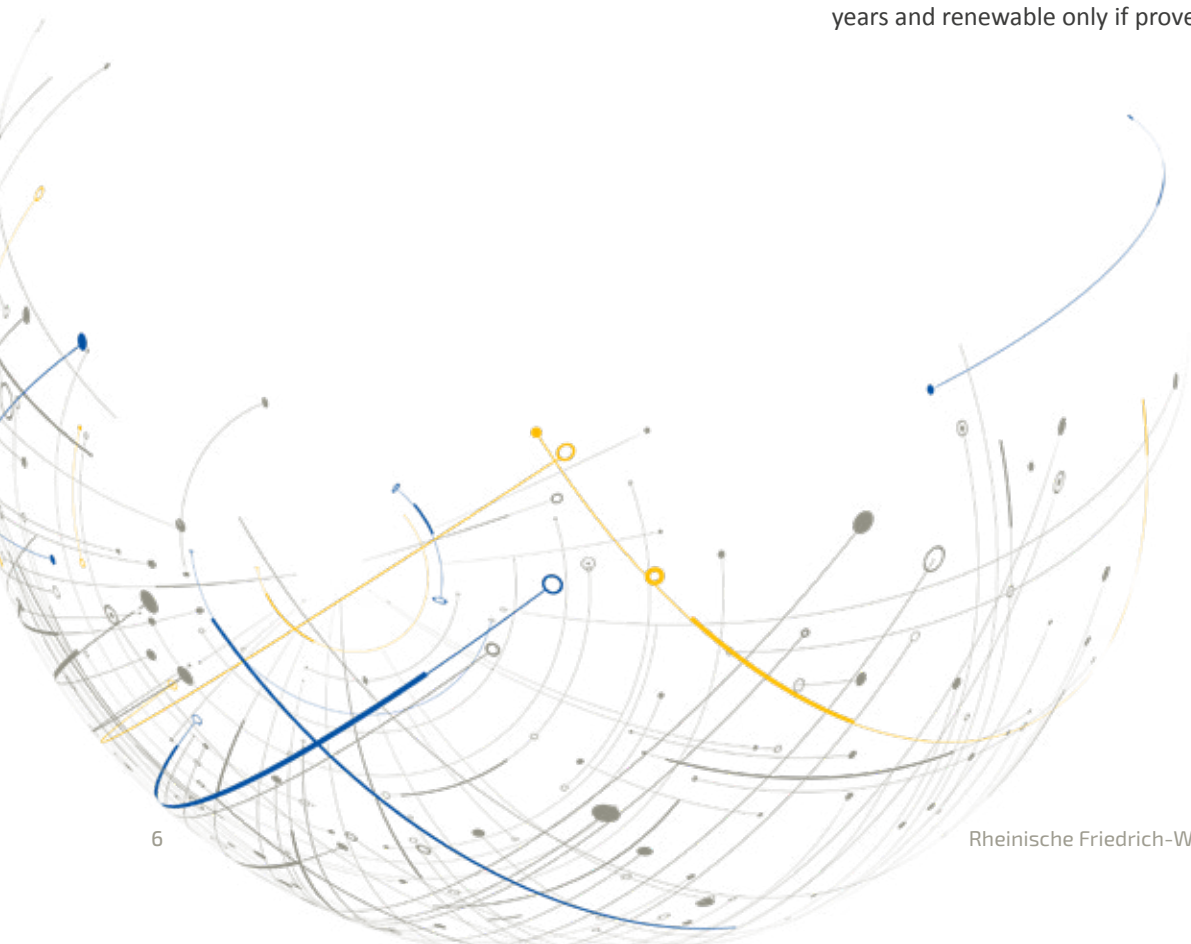
The strategic priorities of the UoB are based on a common orientation toward a minimum of central (political) values. The most salient of these values are the freedom to carry out research and teaching, the freedom of expression by researchers, and a strict orientation to the standards of scientific integrity.

Section 6: Location Loyalty

The UoB is specially connected and bound to its location and orients its strategic partnerships to reflect this location. In Bonn, which for many years served as the provisional capital of the Federal Republic of Germany, the cornerstone was laid for a united and integrated Europe based on German-French reconciliation. This tradition demands a special awareness of the responsibility that ensued from World War II and is reflected in the choices made for cooperation priorities. In addition, the UoB receives the continual support of the government of the state of North Rhein-Westphalia (NRW) to maintain partnerships with its with its neighbor countries as an essential component in its internationalization strategy. Further, as home to a number of UN organizations, Bonn has assembled excellence and expertise regarding sustainable research, which also reflects its international partnership strategy.

Section 7: Long-Term Focus

The strategic priorities of the UoB are witness to its long-term focus and its conviction that only the continual support for outstanding partnerships can produce the desired synergy and sustainability effects in its mutual exchanges. At the same time, the priorities selection process should be in the position to react to the strategic goals laid down by the university management. For this reason, the selection of strategic university partnerships and the prioritized countries is subject to review every five years and renewable only if proven successful.



GOALS OF THE STRATEGIC COOPERATION

Section 8: Developing an International Profile

The goal of the strategic priorities is for the UoB to develop an international profile and furthermore to increase its competitiveness both in Germany and abroad. The process of developing an international profile is achieved by systematically establishing and prioritizing cooperative relationships in accordance with the existing guidelines as well as by implementing clear cooperative structures.

Section 9: Establishing Sustainable Structures of International Cooperation

The goal of the strategic prioritization thus lies in creating synergies both in the conception and implementation of new internationalization projects and in setting up sustainable structures within its international collaborations:

- (a) Strategic university partnerships guarantee reliable paths of communication and forms of cooperation at the management, academic, and administrative levels; they also enable well-tested conditions of higher learning for cooperation as well as the establishment of empirical values and best practices for common activities. They facilitate stable infrastructures of cooperation which are independent of individual persons and individual external funding sources.

A necessary prerequisite for this to succeed is that the cooperation be broadly based and encompass a variety of capacities present at the university (research, teaching, administration, transfer). Further, it should be multidisciplinary in nature and utilize the entire bandwidth of cooperative activities. A strategic university partnership is the most intensive form of international cooperation and should be implemented only in individual cases where success may be expected.

- (b) Focusing on priority countries sharpens the profile of the university regarding its scientific policies. It allows knowledge to be collected concerning the optimal legal, economic, and cultural conditions for cooperative activities at the university level. And it enables the pooling of experiences of favorable conditions for cooperation (e.g., a sound command of national funding agencies in the priority countries, which can also contribute to supporting the cooperation, if need be together with German institutions). Every priority country should choose and continue to develop its own meaningful portfolio of exemplary cooperation projects with outstanding partner institutions. This goal of being orientated toward priority countries also serves to establish an extensive counseling expertise at the UoB regarding the countries chosen.


SUPPORT FOR THE STRATEGIC COOPERATION

Section 10: Financial Support/Incentive Systems

In order to achieve the goals of the strategic university partnerships and to implement the collaborations in the priority countries, the university management provides support in the form of dedicated resources. Every year these funding opportunities are tendered anew for the entire university. Support is offered for measures that serve to establish long-term cooperative structures in the individual performance dimensions of the university.

Section 11: Activities of the University Management

The university management provides both tangible and intangible support for the strategic university partnerships and cooperation in the priority countries. It assumes the responsibility for various partnership-specific cooperation formats, among others, meetings and other activities to advertise the strategic partnerships at the UoB and at the partner universities. Further, it establishes common offices to facilitate exchange programs and reciprocal visits by the respective delegations. The university management appoints at least one renowned Bonn University Ambassador from each priority country and from each partner university, i.e. a former visiting scholar who will represent the cooperation personally.



STRATEGIC PARTNER UNIVERSITIES AND FOCUS COUNTRIES FOR INTERNATIONAL COLLABORATION

Strategic focal points for international collaboration have been identified to heighten the University's academic and research policy profile, to enhance quality in international partnerships (such as by increasing mobility options, internationalizing teaching and research) and to bundle financial and administrative resources (please refer to the policies regarding the strategic focal points for international collaboration, p. 5 of this brochure). The Rectorate of the University of Bonn has selected six strategic partner universities on this basis (bilateral institution-level partnerships) and eight focus countries for international collaboration (multilateral regional-level partnerships).



FOCUS COUNTRIES AND STRATEGIC PARTNER UNIVERSITIES OF THE UNIVERSITY OF BONN

Conducting partnerships and leveraging international networks are among the strengths of our University, and these form a key part of our excellence strategy. We cooperate on both the institute/faculty and overall university level with over 200 universities around the world to promote dialogue on research, teaching and administration. Over the past five years we have furthermore developed a focus on eight countries for our international collaboration activities: Australia, France, Ghana, the UK, Israel, Japan, the Netherlands and the US. The criteria applied in defining focus countries include the strength of pre-existing academic relationships, regional ties in a geographic context (NL, FR) and shared values. These include independence in research and teaching, freedom of academic speech and a commitment to standards of scientific integrity.

Within the identified focus countries we have then selected strategic partner universities which will serve to further heighten the University's international profile as we systematically expand our bi-lateral cooperation. These are the University of St Andrews (GB), the University of Melbourne (AUS) and Waseda University Tokyo (JP), and plans are in place to add Emory University of Atlanta, USA, the Hebrew University of Jerusalem, Israel, and the University of Ghana in Accra to this circle. These partners complement the University of Bonn extremely well with regard to their high-profile research areas and the long-term, interdisciplinary collaborative projects they have underway. Calls for proposals have been conducted jointly with most of these universities for Collaborative Research Grants (CRGs) involving matching funds as a way to specifically promote bilateral research projects as a springboard to long-term third-party funded projects.

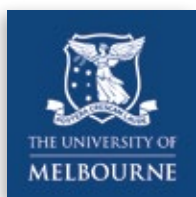
AUSTRALIA



The **Australian** higher education system (41 institutions, including two Australian universities overseas) has for some time enjoyed an exemplary reputation around the world. Australia scores highly in the highest-profile rankings on a regular basis. For example, in the *Times Higher Education World University Ranking 2021*, six Australian universities were named among the top 100 (seven for Germany): the University of Melbourne, Australian National University, the University of Sydney, the University of Queensland, Monash University and the University of New South Wales. Australia holds great potential for the University of

Bonn because of the high-quality research and academic excellence the country has earned a reputation for, making further close cooperation attractive.

The University of Melbourne



The University of Melbourne is a public research university founded in 1853 with enrollment of 54,000 students (in 2020). The institution is one of Australia's so-called *Group of Eight* leading universities. In the *Times Higher*

Education Ranking for 2021 the University of Melbourne ranked 31st worldwide, and 41st in the *QS World University Rankings* for 2021. In November 2018 the University of Bonn signed a broad Memorandum of Understanding

with the University of Melbourne. This institution-level agreement between the universities concerns among other things the initiation of joint research projects in various fields and enhancement of grad student exchange programs, particularly through the introduction of further joint doctoral programs.

Funding line: Bonn-Melbourne Research Excellence Fund for Collaborative Research Projects

UNITED KINGDOM



University of Bonn researchers maintain vibrant academic relationships of various kinds with their colleagues at universities in the **UK**. Close collaboration between German and British academics creates an important working foundation, in view of the complicated and at times troubled history between the two countries, enabling joint efforts to ensure a productive and sustainable common future.

University of St Andrews

The University of St Andrews is a public British university founded in 1413. It is Scotland's oldest university and the third-oldest university in the English-speaking world after Oxford and Cambridge. The institution regularly ranks among the UK's top universities (see for example the *Guardian University League Tables*), and in 2020 had enrollment of 9,224 students. The University of Bonn and the University of St Andrews have a very long-standing relationship, as in 1913 the two recognized themselves as sister universities on the occasion of the 500th anniversary of St Andrews. On December 17, 2018 Bonn and St Andrews signed a strategic partnership agreement regulating extensive future cooperation between the

universities across the areas of research, teaching and administration, promoting mutual student and staff exchanges. This is to involve joint study and research programs and visitor internships for administrative staff. The partnership is aimed at promoting mutual understanding of the respective university structures, the sharing of academic information, and the exploration of cooperation possibilities within international networks.

Funding line: St Andrews-Bonn Collaborative Research Grant

GHANA



The tertiary education sector in **Ghana** has undergone tremendous expansion over the past 20 years as the country's universities have risen in stature, earning international standing. The University of Ghana in Accra and the Kwame Nkrumah University of Science and Technology in Kumasi have attained particular prominence, being frequently included in international rankings. Our academics have long-standing relationships with both these universities involving extensive interaction. The University of Bonn's principal institutional contact in Africa is with Ghanaian organizations, which includes numerous cooperation projects with third-party funding. These research relationships are of exceptional quality and afford great flexibility in structuring partnership, thus the University of Bonn is looking to intensify and expand its collaboration with Ghanaian institutions.

University of Ghana, Accra



The University of Ghana was founded in 1948 as an affiliate of the University of London and has operated independently since Ghana obtained independence in 1957, now representing the country's oldest and largest state university. The institution is a full-fledged classic university of the arts and sciences (*universitas litterarum*) with enrollment

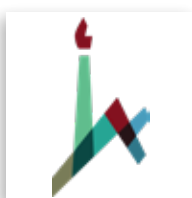
of approximately 40,000 in its varied degree programs. It is known as the country's leading university (*Times Higher Education Ranking 2021*) and one of the top universities in Africa, enjoying a solid international reputation. The University of Bonn has a vibrant and long-standing institutional relationship with the University of Ghana in the life sciences, natural sciences and humanities, which has led to its being recognized as a special partner university.

ISRAEL



Maintaining relationships with **Israel** is important as a demonstration of the University of Bonn's awareness of its particular responsibilities arising from Germany's history. The State of Israel and the Federal Republic of Germany established diplomatic relations on May 12, 1965, representing a milestone of reconciliation between the two countries in the wake of the Holocaust. Relations today are close and friendly. As Germany's most populous state, North Rhine-Westphalia has maintained close contact with Israel since the 1960s, and the state's parliament and prime ministers have been very active in cultivating this relationship. The University of Bonn consciously mirrors this political attitude through myriad close academic ties with Israeli colleagues.

The Hebrew University of Jerusalem



Founded in 1918 as an intellectual, cultural and scientific center for the Jewish people, Hebrew University of Jerusalem is now one of Israel's leading comprehensive universities (QS 2021 # 1, THE 2021 # 2). This state-run university with enrollment of 23,000 students (as of 2020) enjoys an excellent international reputation as a research university, with a host of illustrious alumni. In 1995 the Universities of Bonn and the Hebrew University signed a

research and teaching partnership agreement, which has led to a strong and now long-standing relationship from the top level down, focused around the natural sciences and humanities. The Hebrew University of Jerusalem is thus a particularly close and important partner university for the University of Bonn.

Funding line: Hebrew University of Jerusalem and University of Bonn Collaborative Research Grant

JAPAN



city, nutrition and digitalization 4.0). Germany's bilateral

Japan faces similar socio-political challenges as Germany, and this is in many ways reflected in shared research topics, such as healthcare in an aging society, farmland scarcity,

relations with Japan have been traditionally amicable, and in 2011 the two countries celebrated the 150th anniversary of the date of their initially establishing diplomatic relations. Germany and Japan are politically, economically and socially diverse societies, and as constitutional democracies share common values as G7 and G20 member states. Bonn-based researchers have collaborated closely with their colleagues at Japanese universities for decades.

Waseda University, Tokio



Founded in 1882, **Waseda University** is a private comprehensive university of arts & sciences located in Tokyo with enrollment of 40,200 bachelor's and 8,400 master's students (as of 2019). Waseda is one of Japan's leading universities, regularly leading the rankings as the country's top private university along with Tokyo's other prestigious

institution, Keio University. The University of Bonn has maintained a strong relationship with Waseda University since 1960, which was further solidified on October 10, 2017 with the awarding of an honorary doctorate to the University of Bonn Rector Michael Hoch and formal establishment of Bonn-Waseda (Waseda-Bonn) Days as regular events.

USA



An internal university survey conducted in 2017 indicated, to no one's great surprise, that Bonn academics have their strongest international ties with colleagues at American universities. Such collaboration has yielded a very large amount of top-level research, as documented in prominent journals. The higher education landscape of the US is quite diverse and even complex, and the country remains a leader in scientific innovation and creativity that has naturally attracted Bonn-based academics, who have forged research partnerships with a host of American universities.

Emory University, Atlanta



Founded in 1836, Emory University is a private research university located in Atlanta, Georgia with enrollment of 14,458 students in 2020. According to the Times Higher Education Ranking 2021 Emory is among the top 25 US universities (# 24) and a leader worldwide (# 85). Emory joined the Association of American Universities in 1995, whose members are leading research-oriented institutions. Emory is particularly prominent nationally for its high-profile university hospital, which is

known internationally for medical research. The University of Bonn formed a broad-based institutional partnership with Emory University in 2020, formalizing within a certain framework the many pre-existing research relationships between the two.

Funding line: Emory University and University of Bonn Collaborative Research Grant

France



France was chosen as a focus for University of Bonn relationships to further European integration as part of the Franco-German alliance that goes back to the formation of the European

Community and today remains as important as ever. The University of Bonn's relationships with France as focus

country form the anchor for the institution's European orientation. University of Bonn researchers have long-standing collaboration ties with their French counterparts at several different institutions. France has become significantly more strategic and international in its university higher education policy in recent years, opening up partnership opportunities with French universities.

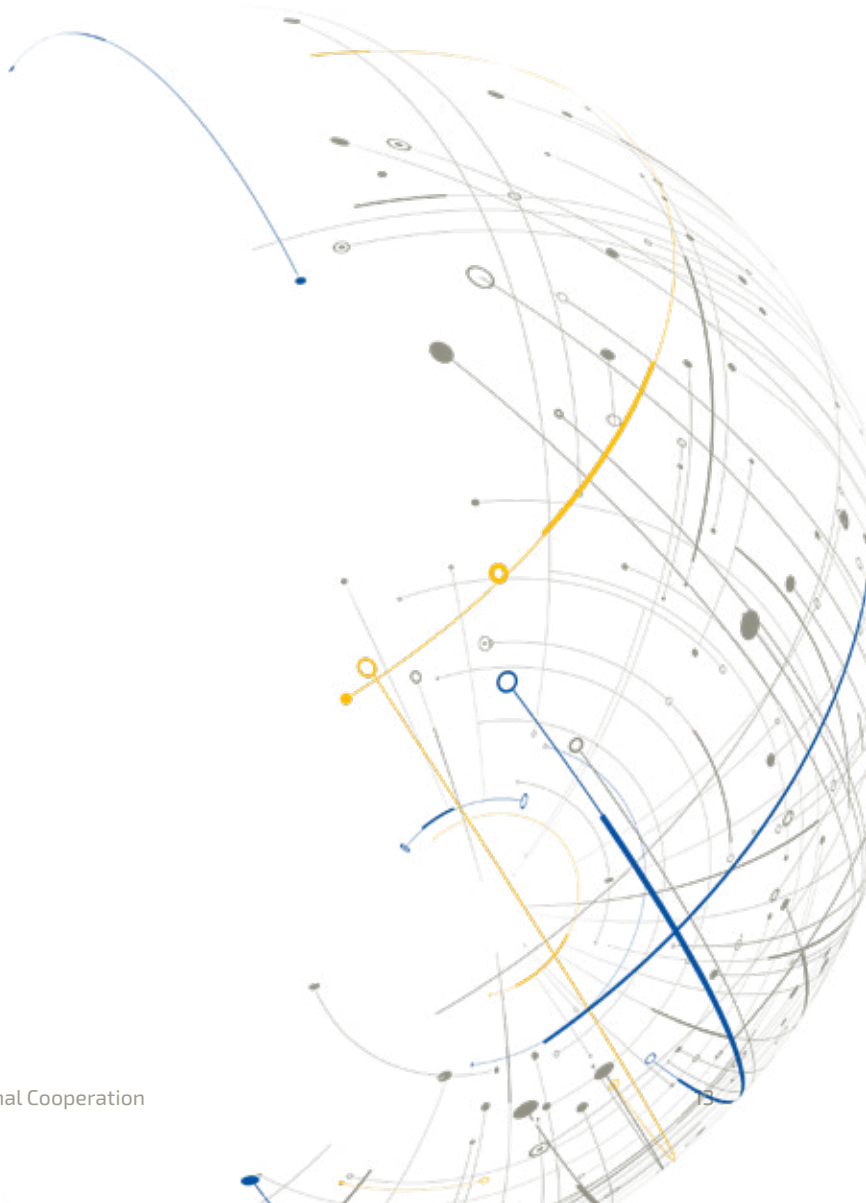
Netherlands

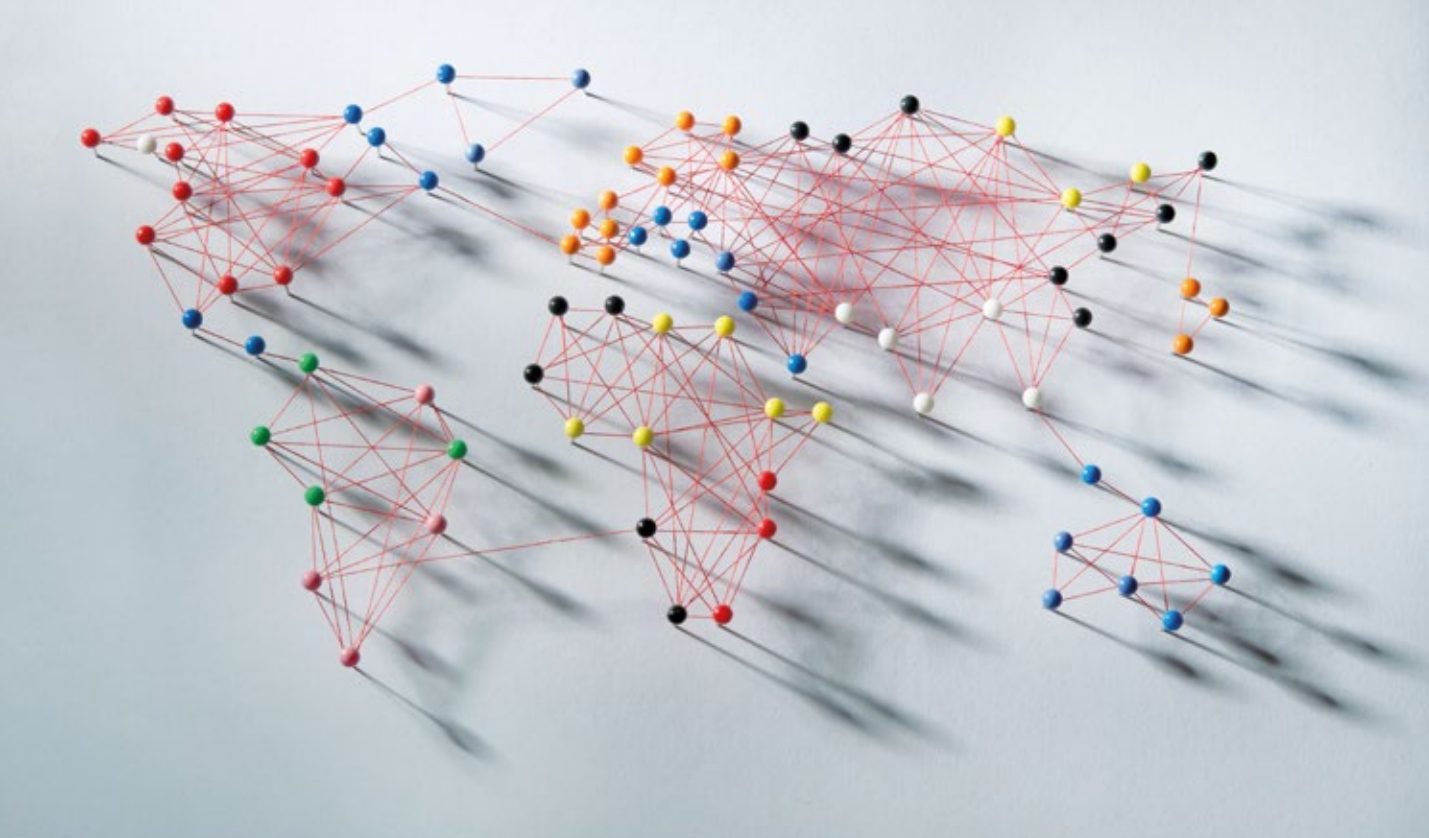


The **Netherlands** are very attractive as a project partner, being a close geographical neighbor which is heavily focused internationally. North Rhine-Westphalia earns credit for policies that

have favored the forging of very close ties between the University of Bonn and Dutch academics, as the state has

always worked actively to further European integration and foster close long-term relationships with its Western European neighbors. The Benelux countries have ever been at the forefront of European integration as the three founding members of the European Economic Community, where the majority of European Union institutions are now based along with many UN and other international organizations.





PROJECT TERM THROUGH 2025

Plans are in place to expand this network of bilateral partners into a global network over the course of the next five years. Building upon our existing strategic partnerships we will be identifying other suitable partners, based principally in Africa, Asia and Latin America. We believe that multi-dimensional relations as part of such a global network will afford greater efficiency in the conducting of international partnerships, allowing greater leveraging of synergies. Additional objectives include streamlining strategic recruiting on all levels, enhancing on-campus diversity and achieving greater international visibility for our University.

Partnerships and cooperation opportunities will primarily be sought in Africa, Asia and Latin America as the regions of focus for funding, expansion and project initiation. The close and long-standing relationships Bonn-based academics have with their colleagues in these network regions form a solid basis for knowledge sharing and joint research projects that further internationalization in many and various ways. Numerous joint projects are furthermore underway with universities and research institutions based in Africa, Asia and Latin America, thanks in part to the University of Bonn's strong ties with Bonn-based international organizations and other regional partners. There is great potential to be exploited by partnering with scientific institutions in Africa, Asia and Latin America, and we are starting from a good position in working to expand

these key relationships for the University of Bonn. Such mutual capacity building efforts are aimed at mobilization and exchanging of knowledge and expertise, in line with the Agenda 2030 and the *Sustainable Development Goals*.

As a university located in the heart of Europe we have adopted goals for the upcoming five-year period which include strengthening our European network and providing targeted support for cooperation initiatives. We have published an EU strategy paper outlining these objectives in detail along with the measures to be taken to realize them (see p. 15 of this brochure).

The importance of international cooperation has been made abundantly clear by the COVID-19 pandemic. Sharing information and knowledge, providing mutual support and assistance and developing new and innovative communication structures are essential elements of academic prosperity and necessary for international progress. This paper forms a basis for the University of Bonn's activities going forward, documenting what we have agreed to fulfill as our agenda for promoting international partnership and identifying and capitalizing on related opportunities.



THE EUROPE STRATEGY OF THE UNIVERSITY OF BONN

THE UNIVERSITY OF BONN IN THE CONTEXT OF EUROPE

Located in the heart of Europe, the University is centrally positioned both geographically and in terms of its mission and relationships. As an institution of the European Higher Education and Research Area, the University has introduced permanent structures implementing European academic reforms. The European Higher Education Area enhances cross-border transparency and comparability for academic course credit and degrees. This facilitates academic mobility but also keeps the University of Bonn abreast of international developments, including the emerging international higher education standards.

Increasing collaboration with partners in the European landscape of academic research and teaching is a primary objective for the University of Bonn, which aims to leverage to greater effect existing instruments for inter-networking academic institutions throughout the European Union. The University is sharpening its competitiveness for receiving European research funding, and will be making use of European Union programs for expanding mobility and networking in higher education. In collaboration with select partner universities, the University works to realize the idea of Europe ever more perfectly, in part through cultural exchange, mobility and language-learning initiatives.



EUROPE AS OVERARCHING FOCUS OF THE 2025 INTERNATIONALIZATION STRATEGY

The positioning of the University of Bonn within Europe has been adopted as the overarching focus of the 2025 Internationalization Strategy, and as such is reflected across the various elements of the strategy. Positioning within Europe has been adopted as the overarching focus on the basis of a conviction that more extensive collaboration with partners throughout Europe will lead to the securing of greater European third-party funding, propelling substantial gains in teaching and research quality.

To execute this Europe strategy, all advice and support structures for EU activities are to be combined within the division-independent EU Project Office formed by the Rectorate of the University of Bonn in 2019. The mission of the EU Project Office is on the one hand to provide targeted advice on EU projects and EU funding opportunities and comprehensive assistance with application filing while on the other identifying University

research areas and academics with potential to receive EU funding. Holding responsibilities across the areas of research, teaching and partnerships, the EU Project Office is a unique and cutting-edge organizational structure with the institutional university landscape.

The objectives comprising the Europe strategy and measures being pursued as part of that strategy are discussed below in detail. Distinction is made between EU-related objectives and measures relating to the respective action areas of *Internationalization of Academic Research*, *Internationalization of Study Offerings and Teaching* and *Strategic Partnerships* as part of the 2025 Internationalization Strategy.

ACTION AREA INTERNATIONALIZATION OF ACADEMIC RESEARCH: INCREASE THE SUCCESS RATE OF APPLICATION FILINGS FOR EUROPEAN UNION RESEARCH FUNDING INITIATIVES

Researchers at the University of Bonn are plugged in to a large global network, collaborating across all six continents and quite frequently publishing jointly with international colleagues. Many academics in Bonn are involved in international collaborative projects that receive matching-funds grants from German and international organizations.

Regarding network relationships within Europe however there is noticeable unleveraged potential for the University of Bonn, particularly in the areas of securing ERC grants, participating in EU joint projects and International Training Networks (ITN) and establishing European doctoral programs. A European transfer strategy has been devised to ensure more structured development and promotion of transfer-related activities which in the past have been pursued solely if and as spearheaded by individual academics.

Objectives to be achieved by 2025

1. Development and expansion of European research and innovation networks through greater leveraging of Horizon Europe and Erasmus + KA2
2. Expansion of joint doctorate programs and doctoral programs involving European partners (including particularly securing increased grant funding in connection with Marie Skłodowska Curie Initial Training Networks)
3. Outlining of a transfer strategy aligned with the EU strategy

Specific measures to achieve the objectives

1. Improve administrative support for securing EU grant funding
2. Acquire KA2 projects within the framework of the Neurotech^{EU} European University
3. Proactively identify and provide administrative support for EU transfer projects such as ERC Proof of Concept and Erasmus innovation partnerships

ACTION AREA INTERNATIONALIZATION OF STUDY OFFERINGS AND TEACHING: ENHANCE INCOMING MOBILITY, EXPAND OFFERING OF JOINT EUROPEAN DEGREE PROGRAMS

The University of Bonn intends to capitalize in targeted fashion on its geographic location in the heart of Europe in its systematic efforts to internationalize study offerings and teaching. The classic Erasmus program is solidly enconced and anchored in the faculties, our partnership network consisting of 287 universities (575 contracts) located in 30 countries. The Erasmus budget has risen greatly over the past 20 years, and our student mobility is now at a high level relative to other universities nationwide (outgoing in particular).

We will be focusing on increasing our incoming Erasmus student mobility numbers and working with partner countries to heighten mobility (KA 107). This will involve creating more digital and hybrid international study options as part of existing degree programs and taking advantage of new Erasmus funding opportunities. Joint study programs are to be utilized to promote cooperation between teaching staff members, thereby furthering academic dialogue, making greater use of Erasmus Teacher Mobility.

Objectives to be achieved by 2025

1. Increase the number of incoming exchange students in bachelor's degree programs, expand Erasmus mobility across the board (with focus on KA 107)
2. Develop and expand use of digital and hybrid international cooperation formats utilized as part of University of Bonn degree programs.
3. Win bids to host joint degree programs, particularly within the Erasmus Mundus framework.

Specific measures to achieve the objectives

1. Enhance administrative support for Erasmus+ KA107, develop and expand English-language modules for BA programs
2. Early adoption regarding utilization of the new funding opportunities for blended teaching and virtual mobility as part of the Erasmus framework program for 2021–2027
3. Targeted incentives for application filing, administrative support for Erasmus Mundus applications

ACTION AREA STRATEGIC PARTNERSHIPS: STRENGTHENING UNIVERSITY PARTNERSHIPS AND NETWORKING THROUGHOUT EUROPE

The University of Bonn has partnerships on the institute, faculty or overall university levels with over 200 universities around the world in the areas of research, teaching and/or administration. The University of Bonn is involved in the *European University of Brain and Technology* (Neurotech^{EU}) as part of efforts to maintain a high international profile and play an active role in forging European partnerships. Seven universities throughout the various regions of Europe are our current partners. The European University represents the European counterweight balancing out the University of Bonn's strategic partnerships outside Europe.

We aim to intensify these partnerships within the European University framework, thus contributing to the establishment of this network throughout Europe over the long term. In addition we will be working to cultivate relationships with other European universities through membership in EU-wide networks concerned with science and academic policy.

Objectives to be achieved by 2025

1. Obtain contract renewal for the Neurotech^{EU} European University
2. Join strategically important networks of European universities
3. Identify further candidates within the EU for institution-level university partnerships

Specific measures to achieve the objectives

1. Develop structures and processes across faculties and administrative units to facilitate successful completion of the first funding phase of Neurotech^{EU}
2. File membership applications for select European university networks
3. Conduct digital fact-finding missions within the EU

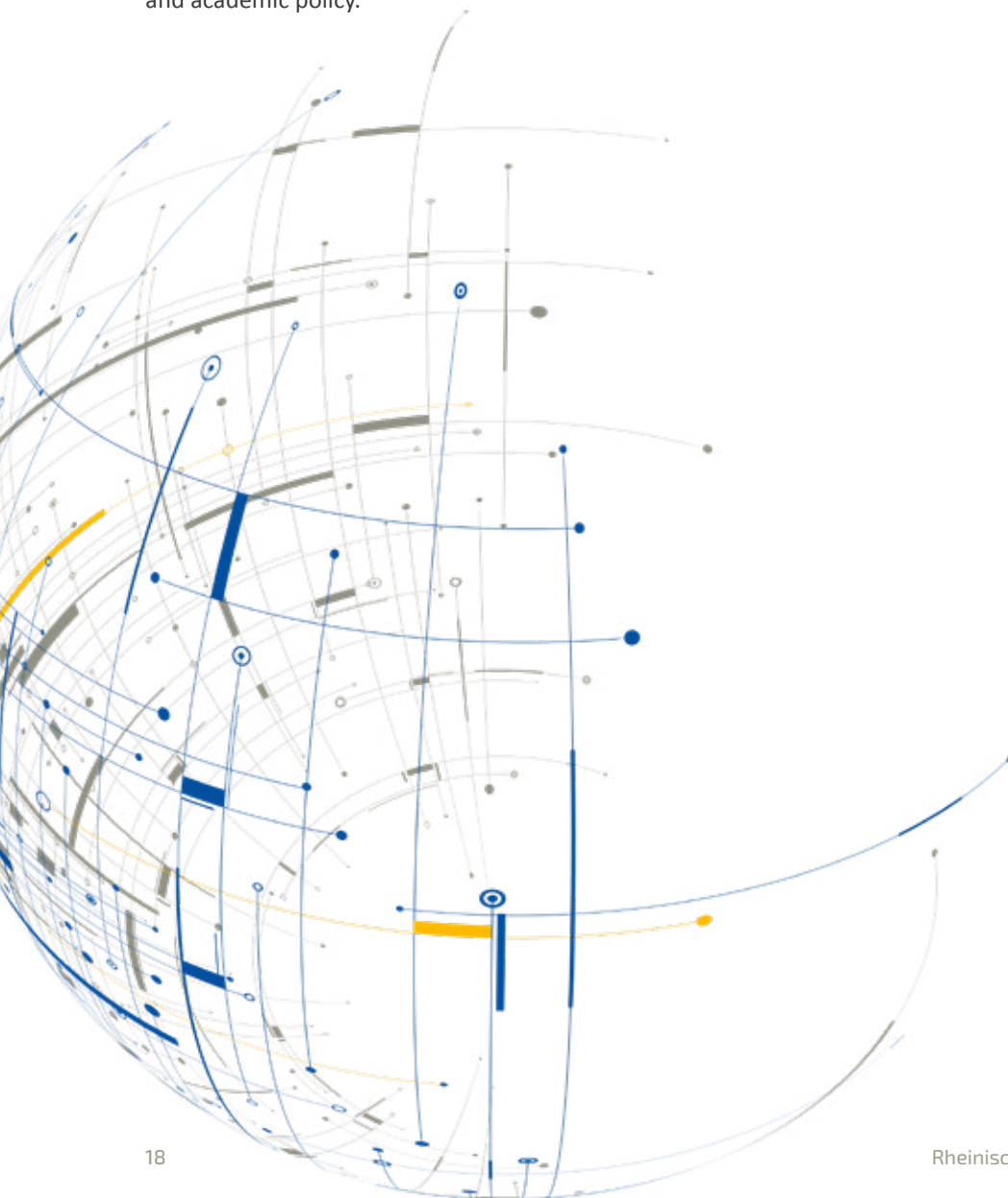


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