



Internationalisation Policy Plan

2022-2026

Introduction

Hasselt University's Internationalisation Policy Plan sets out the priorities for the internationalisation and development cooperation policy for the period 2022-2026. The policy priorities are grouped into four strategic objectives, each of which has been elaborated into operational objectives, current initiatives and possible new actions. Hasselt University's internal resources for internationalisation and development cooperation, together with additional resources, will be optimally used to achieve these objectives.

In what follows, the term internationalisation is used in a broad sense, and integrally includes development cooperation.

- SO1: Hasselt University will strengthen its international network
- SO2: Hasselt University will actively seek solutions to the local and global challenges faced by society
- SO3: Hasselt University will maximise incoming and outgoing international mobility among students, researchers and staff and encourage organisation-wide participation
- SO4: Hasselt University will institutionalise internationalisation in the structures and processes of the entire organisation

This Internationalisation Policy Plan was created thanks to input from the faculties and the Commission Internationalisation and Development Cooperation (Commissie Internationalisering & ontwikkelingssamenwerking, CIOS), with the Internationalisation Office of the Directorate Research, Library and Internationalisation (directie Onderzoek, Bibliotheek & Internationalisering) as the coordinating entity.

Place of the Internationalisation Policy Plan in the strategic positioning of Hasselt University

Learning, inclusive, international and sustainable are the four policy priorities that Hasselt University has put forward for the three core academic tasks of education, research and valorisation & services for the coming years. They set Hasselt University's vision for 2030, which is in line with the sustainable development goals (SDGs) of the United Nations. These priorities also fit with the institution-wide civic mission in which UHasselt is committed helping build a strong region and engage for the benefit of society. Against the backdrop of economic, social, demographic and societal shifts, a strong university with an international character can also make the region more resilient.

The choice to make 'international' a policy priority is partly inspired by the fact that Limburg has historically experienced difficulties in attracting international talent and companies. To promote the 'internationalisation' of Limburg's economic fabric, Hasselt University is pursuing an active international agenda. This international focus is also essential to fully assume its role as a civic university. It is precisely the connection of the different levels at which a civic university operates, locally, nationally and internationally, that generates added value. The international focus is also a 'conscious' choice, outside the specific Limburg context and our civic mission. Hasselt University

focuses on the international level with an ambitious international agenda. Knowledge and data, collected regionally, offer the opportunity, through this strong embedding and interwovenness, to develop education and research with a strong international reputation.

This Internationalisation Policy Plan is based on this policy vision and also takes account of the Research & Innovation and Education Policy Plans¹. It also responds to recent global developments that play a role in the vision for internationalisation in higher education. The calls to composition of European universities, the importance of new types of internationalisation (such as blended mobility) and the focus on sustainability and inclusion, also within funding programmes, are just a few of these.

The internationalisation of higher education has various facets, including attracting foreign talent to Hasselt University and sending students, staff and researchers on foreign exchanges. A strong network of like-minded, high-quality universities and partners is crucial for this. But internationalisation is also a mindset. It becomes even more tangible when international cooperation reflects on staff commitment and is a means of enhancing the quality of education, research and services.

These different facets also appear in this policy plan. Given the interwoven character of internationalisation within Hasselt University, both different academic and management services are involved in the further elaboration of the action points under each operational objective and ensuring their impact.

¹ The strategic objectives relating to internationalisation were explicitly included in the Research and Innovation Policy Plan. For the Education Policy Plan, it was decided to refer consistently to the Internationalisation Policy Plan for the strategic and operational goals.

Strategic (SO) and operational (OO) objectives of the Internationalisation Policy Plan

SO1 Hasselt University will strengthen its international network

A strong international network is a lever for more structural international education and research cooperation. With this first strategic objective, Hasselt University continues to focus on participation in regional, national, European and international networks, at both institutional and faculty level. Research and education cooperation with complementary external partners stimulates the exchange of knowledge and experience. Through education and research projects, joint publications and networking actions, engaged researchers and lecturers assume a leading role in the global academic community. UHasselt is focusing in this context on academic cooperation with partners in the region, in Europe, but also worldwide and with partners in developing countries.

At the institutional level, the importance of European University Initiatives plays a major role. These are transnational alliances of European universities, promoting European values and identity and transforming the competitiveness of European higher education. UHasselt has already taken an important first step by joining the European alliance 'EURECA-PRO'. It was an explicit choice to join EURECA-PRO and thus establish a partnership with institutions located outside the political and economic centre of their respective countries, in regions with comparable social and economic development. This has the potential to provide mutual inspiration and promote cooperation. In the coming years, Hasselt University aims to expand cooperation with EURECA-PRO and potentially other European and international networks within all parts of the university and to play a prominent role in these networks. In addition, cooperation within the transnational University of Limburg (tUL) remains high on the agenda. Euregional strengths are also further exploited, for example in the field of research and innovation. In this way, strengthened partnerships and financing options will be further expanded (cf. Research & Innovation Policy Plan 2022-2026).

At the faculty level, focusing on regional, national, European and international networks remains of primary importance in order to gain international visibility and occupy a prominent position. This, together with thorough communication, remains crucial to putting Hasselt University permanently on the map as a 'strong brand'.

OO1.1: Hasselt University is committed to strengthening and projecting an internationally strong brand, while taking its own values and culture into account

UHasselt pursues an international marketing policy, partly based on the needs of the various faculties and schools. In the first place, the aim is to recruit high-quality master's students for the international master's programmes. The Hasselt University website often acts as the university's first point of contact. Continuously expanding and optimising the English website is crucial. International brand awareness is also an important factor. Hasselt University continues to focus on this (through online portals, promotion, search engine advertising, and communication in English

aimed at prospective students). In addition, international alumni have an important role to play in marketing. More use should be made of international alumni activities at Hasselt University.

Current initiatives:

- Communicating about UHasselt in university rankings.

Actions:

- Developing expertise and activity with regard to international marketing;
- Evaluating the business model of English-language programmes (master's and PhD) and research programmes, amongst others via benchmarking and, where necessary, optimisation;
- Clearer presentation of international cooperation, for example via an interactive map on the Hasselt University website;
- Expansion of international alumni activities, possibly in the context of the VLIR alumni working group;
- Simplification of the admission procedure.

OO1.2: Hasselt University develops partnerships to maximise internationalisation

Hasselt University encourages its researchers and staff to develop, maintain and use international contacts as a basis for international collaboration. The International Office promotes as much as possible the existing internal and external frameworks for the development of international academic partnerships, and support funding applications and projects at the administrative and strategic level. Hasselt University remains committed to strengthening and broadening good partnerships, including with societal and economic actors.

Current initiatives:

- Stimulating the development and perpetuation of partnerships within calls (mobility calls, predoctoral visits, Erasmus+, etc.);
- Providing administrative and strategic support with applications for network funding.

Actions:

- Sharing information about existing partnerships and alliances;
- Hasselt University's ambition is to organise a theme week with strategic partners every two years in order to promote global citizenship, but also to stimulate networking (cf. the policy plan Global Minds 2.0);
- Evaluation of existing synergies within BOF (cf. HEC Pakistan);
- Promoting existing funding sources for developing and strengthening partnerships;
- Annual monitoring of the evolution of partnerships (Erasmus+) and taking appropriate actions.

001.3: Hasselt University takes on a role within its existing international networks in education, research and knowledge transfer

Since January 2022 Hasselt University has been part of EURECA-PRO, a European University Alliance which focuses on the theme of responsible consumption and production. This network aims to develop a European university at which education, research and innovation are developed around sustainability in various disciplines (SDG12). Setting up study programmes for bachelor's, master's and PhD students is one of the focal points of the network, as is conducting sustainability research whereby EURECA-PRO becomes the point of contact within Europe. In addition, Hasselt University wishes to further develop entrepreneurship and innovation together with this network. Initiating and consolidating Hasselt University's participation in this network and in the European University require a significant contribution from the central offices as well as the faculties, schools, research institutes and centres, which will be coordinated by a project manager under the supervision of the Rectorate.

In addition, Hasselt University will continue to encourage its researchers and staff to play an active part in other network organisations relating to university-wide themes (e.g. EUF, EARMA, EAIE, etc.) and disciplinary and thematic initiatives (from the faculties, research groups). This remains important for further raising the profile of Hasselt University's research and education.

Current initiatives:

- Joining the European University Initiative EURECA-PRO;
- Hasselt University is a member of various network organisations and is involved in their activities (e.g. EUF, EARMA, EAIE, etc.).

Actions:

- Expanding EURECA-PRO's education, research and innovation work packages and embedding them in Hasselt's functioning (e.g. English-language tracks in bachelor's/master's years);
- Taking advantage of external financing opportunities within existing and new European and international networks (e.g. Erasmus+, Horizon Europe, etc.);
- Identifying existing networks;
- Making the most of regional, national, European and international networks (EUA, Euraxess, EUI, EAIE, EUF, etc.).
- Supporting the exploration of the possibilities for developing a more extensive range of English-language bachelor's and master's programmes.

SO2 Hasselt University will actively seek solutions to the local and global challenges faced by society

Hasselt University is a civic university: true to its original purpose, it assumes its responsibility and engages for the benefit of society. Hasselt University wants to deploy people and knowledge to tackle challenges facing society together with others. This strategic objective underlines Hasselt University's civic character and is closely connected with its four policy priorities (learning, inclusive, international, sustainable). Hasselt University is committed to imparting knowledge, social insights and skills to its students, researchers and staff members to turn them into engaged global citizens. It is important to continue to stimulate this global citizenship through our degree programmes, but also through awareness campaigns and events. This engagement with society will also continue in Hasselt University projects worldwide. The university will therefore continue to encourage its researchers and staff to participate actively in projects aimed at global capacity-building in developing countries. Hasselt University also seeks to give students, researchers and staff an open-minded view of the world with its Global Minds programme. This open attitude will be achieved by bringing Hasselt University into the world, but also by bringing the world to Hasselt University. Learning from each other and working together (co-creation) are necessary for this. The updated Global Minds 2.0 programme further refines these objectives. Finally, in pursuing this objective Hasselt University also wants to pay attention to sustainability. Among other things, the university will ensure that a sustainable travel policy for students, researchers and staff is developed and implemented.

OO2.1: Hasselt University will stimulate the global citizenship of students, researchers and staff

Hasselt University wants to impart knowledge, social insights and skills to its students, researchers and staff in order to turn them into critical, engaged global citizens who are agile and able to adapt to an ever-changing social context. The university therefore provides various educational opportunities relating to a broad range of social topics, both within curricula and on an extracurricular basis, for both domestic and international students, researchers and staff.

Current initiatives:

- An optional programme component on Globalisation & Sustainable Development is being offered;
- A range of awareness-raising activities on internationalisation is being organised;
- Hasselt University organises staff training courses to reinforce global citizenship such as intercultural competencies, etc.

Actions:

- Extracurricular programme component on Global Citizenship (cf. Global Minds 2.0), aligned with course from the Education Policy Plan;
- Encouraging the organisation of theme evenings or conferences on socially relevant topics (cf. Global Minds 2.0);
- Hasselt University's ambition is to organise a theme week with strategic partners every two years in order to promote global citizenship, but also to stimulate networking (cf. Global Minds 2.0).

OO2.2: Hasselt University will focus on projects that tackle social issues worldwide, doing so on a university-wide basis

As a civic-oriented university, Hasselt University will focus on projects and partnerships that aim to have a social impact in the areas of education, research and services. To this end, Hasselt University will continue to encourage its researchers to participate in external funding programmes aimed at global capacity-building in developing countries, including the VLIR-UOS programmes, the Erasmus+ capacity-building projects, etc. Through the Global Minds programme, Hasselt University will also reinforce its own expertise on this theme and build lasting, strategic partnerships in order to jointly seek answers to societal challenges and wicked problems, thus contributing to mutual knowledge-building.

Current initiatives:

- Hasselt University and DIOS support initiatives such as ENACTUS and SAR;
- Ongoing VLIR-UOS and Erasmus+ projects, and the continuing work of drawing attention to their importance and impact.

Actions:

- Hasselt University will continue to focus on capacity-building projects, including through VLIR-UOS, Erasmus+ and other funding channels;
- Hasselt University will organise a theme week with strategic partners on a specific social issue (and linked to the projects) every two years.

OO2.3: Hasselt University will implement a sustainable travel policy

Hasselt University is committed to a more sustainable use of means of transport in the context of work-related trips for Hasselt University assignments. The need to make international trips, the possible travel routes in relation to price and time, and the offsetting of CO² emissions are important factors to be taken into account here. In developing a travel policy, the intention should not be to cut down on travel, but to increase awareness of the climate issue and the impact of air travel on it. The rules of sustainable travel financing programmes will also be taken into account when developing and implementing the policy.

Current initiatives:

- Establishment of a sustainability steering group at Hasselt University.

Action:

- Further developing, validating and monitoring a sustainable travel policy for Hasselt University researchers and students, taking into account the guidelines of funding bodies (such as FWO, EC, Erasmus+, etc.).

SO3 Hasselt University will maximise incoming and outgoing international mobility among students, researchers and staff and encourage organisation-wide participation

Internationalisation plays an important role in enhancing the quality of research, education and innovation, and at Hasselt University it will be interwoven into education, research and innovation in every part of the cycle from intake to departure. Attracting foreign talent to Hasselt University and sending students, staff and researchers on foreign exchanges and postings will therefore remain a priority. High-quality student mobility will boost 21st century skills and makes students employable in a wide range of occupations in a globalising world. High-quality researcher mobility will lead to new knowledge, expertise and cooperation methods, research questions and contacts. Hasselt University staff will also acquire intercultural competencies through international experience, which will in turn contribute to the further development of a culture of internationalisation. Inclusion and inclusive mobility must always be central to the organisation-wide encouragement of mobility.

Facilitating incoming mobility also requires effective guidance and service provision, with a particular emphasis on hospitality, as a clear reception policy forms the basis for welcoming international talent. The expert provision of information to incoming guests about accommodation, insurance, etc. will be further optimised. All the expertise needed to provide suitable support and information to international visitors will be centralised. Conversely, when our students, researchers and staff are planning time abroad, there will be a single point of contact to which they can initially turn.

OO3.1: Hasselt University will strengthen its internationalisation offer and maximise the opportunities for and participation of all students, researchers and staff

Hasselt University will provide opportunities and strengthen what is on offer for both incoming and outgoing mobility of students, researchers and staff. New Belgian, European and international funding channels for internationalisation and development cooperation will be explored for this purpose. The university will also include initiatives relating to internationalisation at home and blended mobility. To this end, existing initiatives will be supplemented with new internal and external initiatives to increase opportunities and participation in internationalisation (e.g. an extracurricular course on travelling to the global south, Global Minds travel grants for incoming students, job shadowing, a blended intensive programmes, etc.). Hasselt University will strive in this context to achieve maximum participation for all students, researchers and staff.

Current initiatives:

- In the context of student mobility to the global south, Hasselt University organises preparatory, safety & health and debriefing sessions;
- Hasselt University offers International, Interdisciplinary Internships (INT³) in the summer;
- Mobility opportunities are offered through Erasmus, VLUHR, VLIR-UOS, etc.;
- Establishment of the Hubertus Fund;
- Calls for the Hasselt University stimulation fund and GM (cf. infra).

Actions:

- Ambition to organise an extracurricular course for students covering subjects such as racism, inequality, poverty, etc. (cf. Global Minds 2.0);
- Hasselt University will also focus on reciprocity and organise scholarships for incoming students through Global Minds (cf. travel grants, Global Minds 2.0);
- Promoting opportunities for staff mobility (job shadowing);
- Promoting opportunities for blended mobility within Erasmus+;
- Developing an internationalisation at home offer;
- Hasselt University will expand the possibilities for interfaculty and international internships (INT³);
- Exploring new possibilities within the Erasmus programme (BIP, etc.);
- New funding possibilities for internationalisation and development cooperation based on a cross-cutting policy theme.

003.2: Hasselt University will align and present funding options for internationalisation

The Internationalisation and Development Cooperation Unit and the Research Funding Unit of the Research, Library and Internationalisation Directorate will examine and facilitate the range of different internal (DIOS Incentive Fund & Global Minds, BOF) and external funding options (Erasmus+, FWO, VLIR-UOS, etc.). Hasselt University wants to investigate the possibilities within the existing internal DIOS Incentive Fund and Global Minds programme, and extend or repurpose these where possible. In the process, synergies and possible links with other existing internal and external programmes will be sought. The units involved will also clearly present all existing funding opportunities, so that researchers and staff can find the right funding options easily.

Current initiatives:

- The DIOS Incentive Fund & Global Minds BOF has been operational for several years;
- Hasselt University facilitates and supports researchers and staff with funding applications (Erasmus, VLUHR grants, etc.);
- Hasselt University provides annual joint funding for the Fulbright programme.

Actions:

- Possibilities for expanding DIOS Incentive Fund & Global Minds will be examined (with a view to links with BOFs/other research channels);
- Channelling opportunities for funding internationalisation;
- Coherent presentation of existing options for external funding programmes for research and internationalisation.

003.3: Hasselt University will optimise its reception policy for international students, researchers and staff

At Hasselt University, hospitality is of central importance before, during and after visitors' stay at the institution. The Hasselt University reception procedure for international students, researchers and guests will be further optimised and set out in detailed guides. The organisation of a welcome day for new independent academic staff members, including those from other countries, will also be developed. It is important to involve different offices/directorates in this work (P&O, FIN, OBI, etc.). Communication with international guests and students will also be reviewed. In addition, extra attention will be paid to activities and a programme for our international guests, so that they quickly feel at home in the Hasselt University community.

Current initiatives:

- Hasselt University organises activities for incoming international students;
- Hasselt University organises the buddy programme to support incoming international students;
- The SPOC Reception Policy covers practical arrangements in the context of international mobility;
- Reception of international students in cooperation with the local authorities (cf. the manifesto 'Hasselt the student city', etc.);
- The accommodation on offer for guests and researchers is being evaluated and plans are being made to expand it for both individuals and couples; the possibilities for expansion are being discussed.

Actions:

- The integrated reception policy, including all relevant offices/directorates (P&O, OBI, etc.) will be optimised and set out in detailed guides;
- The information for incoming guests (from different offices/directorates) will be reviewed and, where possible, brought together on the website and the intranet;
- The pre-registration tool for international guests of Hasselt University will be adapted;
- Expertise in reception will be built up (childcare, public transport, insurance, accommodation for families, accompanying partners, etc.).

SO4 Hasselt University will institutionalise internationalisation in the structures and processes of the entire organisation

The elaboration of the internationalisation policy priorities, as described in this policy plan, can only take place efficiently if the internal Hasselt University structures and processes are adjusted accordingly. This strategic objective strives for clear integrated structures, processes and associated responsibilities with regard to internationalisation and is intended to optimise the positioning of these things at both central and faculty level. The composition, powers and functioning of existing bodies should be discussed and, where possible, optimised. In addition, there is a need for a clear data management system for monitoring, trends and developments in internationalisation.

All this should lead to transparent policy management, better information flow, more efficient support and recognition (academic and otherwise) at various central and decentralised levels within Hasselt University. It is important to strike a balance between uniformity at institutional level and the individuality of each faculty.

Hasselt University wants to train its students, researchers and staff to become global citizens who value an international mindset. The development of language courses for students and staff is necessary in this regard. In addition, it is important to take care over the use of the English language in administration and in general communication in order to work on achieving a long-term international image. In addition, the international mindset will be embedded in other administrative services (e.g. information security, payroll administration of non-domiciled persons, etc.).

OO4.1: Perpetuating and developing structures that embed and integrate internationalisation in the different parts of Hasselt University

The importance of internationalisation in Hasselt University policy must also be reflected in the existing advisory bodies at Hasselt University. This operational objective aims to further consolidate the powers and advisory bodies for internationalisation at central level. This should ensure optimal, transparent reporting and advice on internationalisation to the existing administrative bodies (Board of Governors, Board of Deans, etc.). The current Internationalisation and Development Cooperation Committee (CIOS) and the High-Risk Destinations Committee are among the bodies to which this objective relates. Student participation through the Hasselt University Student Council is also important in this respect (e.g. Green Office, involvement of the International Council StuRa).

Current initiatives:

- Internationalisation and Development Cooperation Committee (CIOS) is operational;
- High-Risk Destinations Committee is operational.

Actions:

- Reviewing, optimising and including in the RAS the composition and organisation of CIOS;

- Further embedding the functioning of the High-Risk Destinations Committee in existing structures for researchers and students;
- Providing support with the organisation of the Green Office;
- Providing support to the International Council within STURA and optimising the working method for cooperation with the International Council;
- Ensuring communication in English with researchers, students and staff;
- Providing support with the development of a Hasselt University language policy.

OO4.2: Developing profiles that support internationalisation at Hasselt University and perpetuate the network around it

The policy and operational functioning with regard to internationalisation will rely on interaction between the central level and the faculties and be based on a vision that is supported on all sides with regard to the provision of high-quality internationalisation services (hospitable, efficient, proactive, inclusive, etc.). The development of a robust framework in which central support and services are geared to the needs and profiles that support internationalisation in the faculties and schools is of great importance here. A broad, integrated and comprehensive approach with clear responsibilities and agreements at the different levels is needed to ensure coherent support for the relevant researchers, staff, students and guests. The individuality of the faculties and schools must be preserved in this context. Training and workshops for the relevant colleagues and the exchange of best practices can provide guidance here. In order to also make the international character of Hasselt University better known worldwide and to promote the university and its programmes internationally, international marketing will need to be stepped up.

Current initiatives:

- Monthly consultation of faculty internationalisation coordinators is operational, optimising activities.

Actions:

- Clarifying the division of roles and interaction between the Internationalisation and Development Cooperation Unit and the faculties and schools, and defining the profiles of faculty internationalisation coordinators (e.g. the role of faculties in welcoming international guests, etc.), always from a customer-oriented perspective;
- Providing training and workshops for faculty coordinators and central colleagues (EARMA, EAIE, VLIR-UOS, inhouse training, etc.);
- Setting up a structure of ambassadors, and exchanging best practices between them (cf. policy plan Global Minds 2.0).

OO4.3: Hasselt University will set up a university-wide, integrated data management system and applications in connection with good governance of internationalisation

Data collection and monitoring and quality assurance are important elements for reporting on policy implementation and describing trends and developments. This operational objective aims to tackle the fragmentation of data collection on internationalisation at Hasselt University and ensure sufficient user-friendly applications. In this way, better use can be made of information and data as input for the university's education, research and internationalisation policy.

Current initiatives:

- The exchange database for outgoing mobility is in use and is continuously updated, including in the context of Erasmus Without Paper (EWP);
- Incoming international students will be able to pre-register by means of the planned Hasselt University application;
- All Hasselt University contracts, including international cooperation agreements and exchange agreements, are registered in the contract database;
- Work-related trips of staff and researchers are registered in Fintra for insurance purposes and the monitoring of travel to high-risk areas.

Actions:

- Identifying existing Hasselt University applications and databases and associated processes. Needs can then be formulated and the existing market offer can be explored;
- Optimising the monitoring of, among other things, travel and mobility (to high-risk areas) of researchers and students through existing applications;
- Setting up an integrated information system with an access portal for users (central tool combining different applications), developing a dashboard relating to projects and mobility (submitted, selected, ongoing and completed projects in countries X, domains Y, etc.) through existing applications, taking into account BI applications.

OO4.4: Hasselt University will encourage internationalisation through an internal recognition policy

Hasselt University will pursue a policy of stimulation in which attention is paid to the international mobility of students, researchers and staff and participation in international research and education projects is encouraged. The internal and external funding channels for education, research and internationalisation will be evaluated and, where possible, aligned and promoted to academics, who will be given support with the application process. In addition, it is important for Hasselt University to recognise the efforts of researchers in this regard in the context of promotion applications and thus given internationalisation a clear place in researchers' academic records.

Current initiatives:

- Hasselt University researchers and staff are active in various funding channels for research and internationalisation (Global Minds, VLIR-UOS, Erasmus+, etc.).

Actions:

- Further development and formal recognition of internationalisation in promotion applications;
- Improved presentation, consolidation and recognition of internationalisation in academic records;
- Promoting the sharing of expertise and best practices between faculties and schools.

OO4.5: Hasselt University will reinforce the international mindset and ensure that it results in targeted institutional, education and research initiatives

Hasselt University wants to train its students, researchers and staff to become global citizens with an international mindset. As it is a cross-cutting policy theme, it is necessary for internationalisation to be represented at different levels (students and researchers) and in different directorates/offices (education, research, TTO, etc.). Sharing success stories and good practices is important to put internationalisation in the spotlight. To ensure that international students, researchers and staff members also feel and continue to feel part of the Hasselt University community, a well-developed language policy and bilingual communication (Dutch and English) are required.

Current initiatives:

- Success stories concerning internationalisation are put in the spotlight through storyweaving, Facebook, etc.;
- Information sessions are preferably provided in English;
- There is a buddy system for international students;
- Actions, processes and initiatives regarding language are being identified.

Actions:

- Further development of the storyweaving project;
- Developing and rolling out language policy (including its intercultural dimensions) across the organisation and for all personnel statuses;
- Being more aware of the need for communication in English, especially in applications, official contracts, etc.;
- Evaluating and expanding language courses (Spanish, French, English, including at advanced level, etc.);
- Specifically developing a range of courses in language and communication skills, possibly in partnership with language centres, for students who go abroad.

List of abbreviations

BIP:	Blended intensive programme
BOF:	Special Research Fund
CIOS:	Internationalisation and Development Cooperation Committee
DIOS:	Internationalisation and Development Cooperation Office
EC:	European Commission
EAIE:	European Association of International Education
EARMA:	European Association of Research Managers
EUF:	European University Foundation
EUI:	European University Institute
EWP:	Erasmus Without Paper
FIN:	Financial Office
FWO:	Research Foundation – Flanders
GM:	Global Minds
HEC:	Higher Education Commission (Pakistan)
INT ³ :	International, Interdisciplinary Internships
OBI:	Research, Library and Internationalisation Directorate
P&O	Personnel & Organisation
RAS:	Academic Structure Regulations
SAR:	Scholars at Risk
SDG:	Sustainable Development Goal
SPOC:	Single point of contact
StuRa:	Student Council
TTO:	Tech Transfer Office
VLIR:	Flemish Interuniversity Council
VLIR-UOS:	Flemish Interuniversity Council for University Development Cooperation
VLUHR:	Flemish Higher Education Council
ZAP:	Independent academic staff