

Executive summary

I. A global vision: Pompeu Fabra University and the challenge of internationalizing universities

What do we mean by internationalization at the beginning of the 21st century?

From the climate emergency to artificial intelligence, the future's challenges are global, and universities must contribute to providing answers, which they can only do by adopting an international perspective. These answers must be socially inclusive and sustainable, both environmentally and economically speaking, and they must avoid a pure commercial logic. This is not a spontaneous process or an easy decision. In a world where populism and fake news are gaining terrain, standing for an open model which encourages a critical, independent and community spirit requires determination and idealism. Putting internationalization first is a strategic and political stance.

In recent years, a profound paradigm shift has taken place in the field of internationalization, deeper than in any other area of higher education. **The on-going transformation is not only quantitative, with rising numbers in student and staff exchange and increased collaboration agreements, it is also and above all qualitative.** In the sense, we have left behind restrictive views focused almost exclusively on mobility. Indeed, we have moved on from a model based on international relations (i.e., university diplomacy in bilateral agreements) to embed internationalization in all areas of academic activity. More generally, these changes have impacted in the way that higher education institutions think of themselves and imagine their mission.

Today, internationalization has become one of the pillars that uphold universities, at the same level and with the same priority as teaching and learning, teaching staff and research. It is widely known that internationalization provides much more than economic capital: it also constitutes symbolic capital through prestige and reputation building. Failing to recognise **the fact that internationalization is no longer a complementary or auxiliary factor but that it is now a driving force for all purposes** would reflect an incomplete picture of the nature of universities.

It is precisely this centrality and complexity that impose **the need to develop a shared and accepted internationalization strategy**, which allows the institution to define its own vision and lead the processes that make it possible.

A strategic model for the internationalization of the UPF

The immediate purpose of this document is to define a strategic framework that sets out our commitment to internationalization throughout the community: teaching staff, students, researchers and administration and management staff. This document is, first, the result of a reflection process on the internationalization of the UPF which started at the end of 2018 and going through several levels to make sure the different expectations and needs of the diverse stakeholders were represented, particularly through the **International Relations Committee**. It intends to propose, for the first time, a coherent and structured vision for the future, building on what has already been achieved. Secondly, this document aims to present a **comprehensive account**

of what we understand, as an institution and as a community, as 'internationalization', emphasizing that it is essential to develop a conceptual framework in addition to an operational and management model.

The lines developed are understood as part of the Strategic Plan of the UPF 2016–2025, with four years ahead, when some powerful projects such as Eutopia, the Old Fish Market and the Planetary Wellbeing, among others, will be implemented and can benefit from the existence of a comprehensive strategic plan.

All the proposals presented here are intended for the whole community and as a tool kit including a series of procedures, guidelines, and criteria to achieve the desired results: **a set of tools that equip the community as a whole and the management and administration team in particular, and that can adapted and used according to their needs at any given time.** By its mere existence, this document recognises the strategic role of internationalization.

As the challenges of internationalization are global, every university must define its own model and its way of dealing with it, based on its own identity and values. **Consolidating oneself as a genuinely internationalised and competitive university on the global stage will not happen spontaneously. It requires an explicit and shared determination at all levels and a conscious and consistent effort at the institutional level with a strategic reach.** This means placing internationalization at the heart of the UPF's vision, embedding it in each of its missions.

This commitment requires a structured approach, and what we propose here is not notable because it introduces new concepts, but rather because it brings together and strategically guides much of what already exists in an organic way, specifically ideas and practices. All of this is based on the following principles:

- **Internationalization is, by its very nature, a cross-cutting axis** to which all the University's activities of the University (teaching, research, transfer, scientific dissemination and citizen cultural projection) refer, and which involves the different levels of the organisation and the community.
- **Internationalization is also, by its nature, a strategic field**, which demands its own leadership, especially due to its own complexity. Having a coherent and powerful internationalization strategy is the way to guarantee that it contributes to the same global vision.
- **Internationalization is at the centre of the institution's project**, and in bringing the peripheral to the centre, it is essential that the leadership's effort is coherent with a comprehensive vision that brings an aligned action.
- **Internationalization is a driving force for the University's development**, not only as a source of additional financial resources, but also fundamentally as a compass that helps us set out actions and make decisions, and as an essential tool for building reputation.

This text brings together this joint effort and **aims to be an active and flexible document which stimulates and guides initiatives within the community of Pompeu Fabra University, while structuring and coordinating them into a shared vision in the medium and long term.**

The document consists of different sections:

- Section 1 is a reflection on internationalization in the post-COVID world,

- climate change and other crises.
- Section 2, which is both a report and a diagnosis, exposes the current status of internationalization at the UPF.
- Section 3 describes the UPF's priorities in relation to internationalization, associating each target with several specific actions which are indicative of how the internationalization model created by the UPF can be put into place, among many different possible options. These are proposals that the Academic Coordination Unit (UCAs) and associated centres can adapt to transfer the overarching aims of the Plan to the reality and needs of their specific environments.

An operational document will be follow which will detail the possible actions and measures to be implemented in a specific so that the main aims described in section 3 could be achieved. It will be necessary to prioritise and profile these actions with the policy and management leaders in order to implement the UPF internationalization model by 2025, the final year of the Strategic Plan of the UPF.

II. Internationalization in the UPF today: a state of affairs

The Strategic Plan for Internationalization cannot be separated from the various previous steps taken by the political bodies of the UPF, among those the Strategic Plan of the UPF 2016–2025, which already identified several goals and large-scale initiatives related to its promotion as a university with a distinguished global ambition. At the beginning of 2021, a significant percentage of the actions related to internationalization and included in the Strategic Plan of the UPF had already been addressed. **Before drafting the Internationalization Plan and deploying a joint strategy, it was necessary to analyse the progress of the projects achieved and other projects under way thanks to the commitment and drive of the UPF in its movement towards internationalization.**

With one of the highest percentages in Spain of international teaching staff and graduates completing periods abroad, the UPF has a global ambition. In recent years, the UPF has launched new mobility programmes that encourage exchanges beyond Europe, while, at the same time, revising its policy on mobility scholarships and grants for the benefit of students, rebuilding the UPF-World programme and introducing summer active learning mobility (MApS), with the complicity of the Vice-rector of Social Responsibility. Internationalization activities and mobility have opened up to staff, both academic and management. Additionally, double certifications and international degrees have been launched and the catalogue of partner universities has expanded significantly with a special emphasis on Asian-Pacific countries.

Along these lines, in recent years the UPF has reviewed the structure of its strategic alliances with the aim of consolidating its institutional networks and it has launched a significant number of relevant initiatives related to internationalization. Together with five European universities, the UPF has joined a pilot project which will culminate with the **Eutopia Alliance**, and has also joined **The Guild**, a prestigious group of 21 European universities working towards excellence and leadership. Due to its potential for institutional transformation, the Eutopia Alliance and The Guild work as communicating channels in the UPF's internationalization strategy.

Finally, new international academic programmes have been devised with an interdisciplinary perspective and dimension, and with an emphasis on global issues. The two programmes, designed, directed, and managed in the field of internationalization, are the **Barcelona International Summer School (BISS)** since

2018 and the **Barcelona Program for Interdisciplinary Studies (BaPIS)** created in 2020. Both are credit-bearing and open to international and local (at public prices), thus facilitating internationalization at home. BISS and BaPIS respond to the launching of trans-disciplinary training programmes, under the Strategic Plan 2016–2025.

Challenges and opportunities for the internationalization of the UPF in critical analysis

Within the UPF, the procedures associated with internationalization and its management depend on an important network of operators and involve working with a wide range of departments. All of these occur on three inter-connected levels which leverage different personal resources: the political, management and academic levels. **Responding effectively to the increasing complexity of both ordinary actions and initiatives of new institutional interest requires a high level of coordination.** On the one hand, this confirms the cross-sectional nature of internationalization and, on the other hand, it strengthens our need to strategically guide it and share it with the community.

A strategic plan for internationalization cannot be conceived without coordinating with other areas and initiatives of the University, such as and especially EDvolució and Eutopia, with which it has shared goals and can work for mutual benefit. Some areas are turning points because they demand coordination and integrated work, for example the catalogue of courses and programmes, the teaching and learning model, virtualisation of teaching, organisation, and human resources (PDI and PAS) and finally our language policy, with an immediate impact on internationalization initiatives and vice versa, when we understand language as a key element for integration.

The statistics and rankings confirm the UPF's excellent reputation and international position, based on the high numbers of international lecturers and researchers, on its extensive network of prestigious partners, on its participation in innovative strategic projects and on the solid success of its international programmes. The UPF is in a sweet spot to respond to the challenges that will arise in the immediate future, which must be seen as opportunities for its future evolution. These challenges include the new roadmap of the European Higher Education Area and the European Research Area based on transnational alliances and the new generation of European programmes 2021–2027, with a further reaching and more inclusive Erasmus programme through promotion of teaching innovation and digitisation and with a greater connection to the Horizon Europe programme, as well as the possibility of complementing the Next Generation Europe Fund which is committed to investing in education and training, and research and education structures.

This critical reflection identifies the UPF's strengths in its ambition to be a benchmark university on the international stage and confirms the UPF's advantageous position compared to other institutions in our region. At the same time, however, our critical evaluation indicates that there is a significant margin for improvement regarding strategic coordination, which must be corrected to face the context of strong global competition, among other factors, in which higher education institutions operate.

A significant symptom for this diagnosis is the contrast between the quality and quantity of initiatives at the UPF and the relative difficulty of creating a valid strategic vision that is valued by the institution as a whole. Therefore, it is clear that an institutional approach which integrates the multiplicity and wealth of department or even individual actions in the field of internationalization is required. The analysis

conducted refers to procedures that have sometimes not been sufficiently coordinated or systematised and this makes achieving optimal results more difficult and less efficient, leading to the weakening of the efforts made by those involved. Therefore, the UPF's potential in the field of internationalization is falling behind.

The priority actions that have been identified will contribute to the recognition of the strategic nature of internationalization and to the recommended improvements of operations and cross-sectional procedures.

III. Priorities in the internationalization strategy of the UPF

Areas and guiding principles of the internationalization strategy

In the third decade of the 21st century, in a globalised world, internationalization is the cornerstone for many and the best universities around the world. This strategic document aims to propose the model that will best adapt to the UPF's unique identity and its ambition for the future apart. The strategy has been designed with five underpinning methodological principles:

- **Integrate and coordinate the specific detailed actions:** to drive the institution in a defined direction, we must carefully orchestrate the numerous specific actions that are being carried out with a political vision.
- A strategic plan **establishes priorities and makes decisions** based on an analysis of the present framework and on explicit expectations in the medium- or long-term. The task involves selecting and supporting, among the potentially interesting options, those that will have a greater impact for the institution and can significantly and realistically concentrate their efforts.
- **Identify the areas of activity and management of the University that are affected or that may be affected by internationalization.**
- **Coordinate the internationalization plan with other strategic initiatives:** EUTOPIA, EDvolució project, Planetary Wellbeing, or the Academic Staff Plan, among others.
- **Integrate internationalization into daily life at the University.** This, of course, raises questions regarding teaching and learning, but also in other areas such as leisure, sport, and culture. It affects the whole community and all departments at different levels of the University.

This document has been structured according to three key areas arising from the main topics of reflection that have been identified:

- student relations
- institutional strategies
- cross-sectional support actions, based on the need to coordinate them all together

Each area is declining in specific objectives, which are proposed as actions or measures with no aim of being exhaustive or normative. This document presents possible ways to deploy a pragmatic, effective and contemporary vision of internationalization at the UPF in the third decade of the 21st century.

Each area is introduced with an explanation of its general ambition and is followed by a brief explanation of each aim, ending with a series of proposed actions to achieve the objective set.

General view of the main internationalization objectives by area of activity

Student relations	Institutional strategies	Cross-sectional issues
Obj. 1: Develop internationalization at home	Obj. 5: Promote a reflection on the roles and coordination of those involved in internationalization at the UPF to facilitate the implementation and monitoring of the Strategic Plan for Internationalization	Obj. 8: Adapt internal communication and the management of good practices.
Obj. 2: Recruit and retain talented international students	Obj. 6: Provide support for bilateral collaborations with universities in other countries and strengthen our connection with current international networks	Obj. 9: Target information, welcome and support services for incoming staff and students.
Obj. 3: Ensure the diversity of the students to ensure an international and intercultural experience on campus	Obj. 7: Provide support for strategic initiatives to ensure excellent internationalised research and teaching	Obj. 10: Improve external communication, international reach, and marketing.
Obj. 4: Encourage and consolidate high-quality outgoing mobility experiences		

(1) - Student relations

General ambition

For all members of the community, regardless of their origins or their home country, joining the UPF should be an international experience that opens them up to the world, its diversity, and its challenges. It should prepare them, especially the students, to act as independent, critical, and community-based global citizens.

This ambition requires the coordination of many different factors: the design and content of the courses, the teaching and learning methods, student recruitment, the welcome services, student life and the integration into an internationalised campus experience. In short, it is important that UPF campuses are a place where people experience the world's diversity and expand their horizons. Therefore, as an institution, the UPF must create an environment where staff and students, and ultimately the entire academic community, think about their work and their studies from an **inherently international perspective**.

Objective 1: Develop internationalization at home

Internationalization refers to the desire to give students the tools and experiences necessary so that they can see and think about the world from several perspectives.

To do so, while continuing to drive opportunities for international mobility, **it is essential to implement internationalization initiatives at home which, due to its general scope, potentially reach and benefit the entire student body, and guarantees broader inclusion, especially in social terms.**

Internationalization at home means first, but not as a single measure, **internationalizing or decolonizing the curriculum and rethinking curricular and extracurricular activities so that all students, especially those who are (and stay) on our campuses, always include multicultural, sustainable, and contemporary perspectives.** There are many tools, which vary from one discipline or field to another, to achieve this goal. Internationalization at home requires the cooperation of each and every UPF community member.

- Promote internationalization at home within the new teaching and learning model of the UPF, understanding that this is integrated into the EDvolució project, the European university Eutopia and the BaPIS and BISS international programmes.
- Establish a common formula for assessing international students' experiences, with academic recognition as part of their learning curriculum.
- Promote programmes and courses that encourage internationalization at home, whether through joint programmes, shared classes, or ad hoc joint projects with partner universities, for example, virtual exchanges.
- Promote the creation of common modules (for example, minors, MOOCs, and other alternative formats) in the field of internationalization with undergraduate curricula aimed at both local and international students.
- Develop a strategy of visiting or exchange lecturers at UCA level, and opening some of the activities to the rest of the community.

Objective 2: Recruit and retain talented international students

For a university like the UPF, with an ambition for academic leadership and international reach, the presence of students from around the world in our classrooms must be an indisputable aim. For all purposes, **having an international student body is a great asset which the entire university community benefits from in terms of multicultural exposure and discovery of other academic and extra-academic perspectives.**

At the UPF, attracting talented and highly skilled students from abroad is a fundamental strategy to consolidate the University as having a globally recognised standard of excellence. Their presence in our classrooms must be considered separately from the economic logic aimed at increasing financial resources. Efforts must be made to address the imbalance of international students on undergraduate and postgraduate degrees (master's and doctorates), with an anomalously low percentage in the former.

- Intensify and continue, at all levels, political lobbying to facilitate the admission of international students who want to study on an undergraduate degree programme.
- Specialise, assist and advice, if necessary, the UCA and affiliated schools with the development of double international degrees as a mechanism of internationalizing their course offering, particularly at undergraduate level.
- Explore alternative possibilities for collaborations with prestigious international universities for the creation of joint courses.
- Define explicit criteria agreed upon with the UCA and the affiliated schools, adapted to the disciplinary field, to ensure the level and qualification of international students.

- Develop, in accordance with each UCA and the affiliated schools, a strategy based on the teaching language or languages, which is adapted to the requirements and specific characteristics of their programmes.
- Facilitate access to scholarship applications in global calls for excellence for international undergraduate, master's and PhD students.
- Implement welcome services adapted to international students which are defined and focused on meeting all their specific needs, especially in the case of undergraduate students.
- Promote and facilitate language learning by all students, in particular Catalan and Spanish for international students and English for local students.

Objective 3: Ensure the diversity of the students to ensure an international and intercultural experience on campus

The priority is to consolidate and maximise incoming short-term mobility programmes to increase the diversity among students. At the same time, activities must be promoted beyond the classroom walls which lead to the creation of spaces for interaction between local and international students. Consequently, **promoting interculturality on campuses is another fundamental factor linked to internationalization at home, and to do so, collaboration with student associations must be reinforced.**

- Develop, for each UCA, an internationalization strategy with respect to its academic activities, which translates into a diversified catalogue of mobility agreements with quality universities, thereby encouraging a plural and intercultural presence on campus through incoming mobility students.
- Promote extracurricular integration activities which encourage contact and mingling in different settings (the classroom and beyond) that foster the exchange of knowledge and experiences between international students and local students, especially those who cannot or do not want to go abroad.

Objective 4: Encourage and consolidate high-quality outgoing mobility experiences

A well-designed mobility experience gives clear benefits to students, in terms of intercultural openness, exposure to a diversity of perspectives on the world and knowledge about different academic cultures other than their own. In addition to all these benefits, there is a quantifiable indicator: the higher employment rate among students with an exchange experience.

The aim set out by the Strategic Plan is to **improve opportunities for mobility exchanges abroad, including a scholarship and grant policy, making them qualitatively more selective, and to ensure more effective student support through coaching and tutoring before, during and after the mobility experience.**

- Develop, for each UCA, an internationalization strategy which ensures high-quality outgoing mobility experiences that are credit-awarding and academically enriching in accordance with the specific characteristics of each disciplinary field, through the promotion and negotiation of mobility agreements that are profiled and adapted to the objectives of the UCA.
- Favour and facilitate mobility in the curriculum, especially on undergraduate degree programmes.
- Be proactive in encouraging and facilitating international mobility at the master's

and PhD level.

- Improve official information channels on outgoing mobility options for graduate students, compiling the information by programme.
- Develop tutoring and mentoring for students before, during and after the period of mobility, especially for undergraduate degree programmes.
- Facilitate the creation of protocols for defining and monitoring mobility agreements aligned with the strategic vision of the University and with the specific needs of each UCA and the affiliated schools.
- Diversify the type of mobility options to include periods of curricular placements, development of research projects and short-term mobility options, among others, in accordance with the new formats promoted by the new Erasmus programme.
- Attract resources to generate funding for both undergraduate and postgraduate mobility through the Alumni and take advantage of the relationship with companies, financial entities, or other institutions of civil society.

(2) - Institutional strategies

General ambition

Internationalization affects the whole University and comes as the result of orchestrating actions and measures of different types and at various levels. For this reason, the second pillar of the Plan sets out **a series of institutional strategies focused on creating the conditions for cohesive implementation in the different areas of the University. The goal is to ensure maximum consistency and top leadership, combining them with the autonomy of all those who are part of the University and its community.**

In other words, we must design and implement the necessary mechanisms to align the action of the UCAs, the departments and services, and the affiliated schools, as well as the University's administration and management bodies, to ensure that the community as a whole, at all levels, feels part of a shared and essential internationalization project and actively commits to it.

Objective 5: Promote a reflection on the roles and coordination of those involved in internationalization at the UPF to facilitate the implementation and monitoring of the Strategic Plan for Internationalization

Objective 5 is essential and unfolds in three actions with a potential impact on the efficacy of the entire Plan, as they can **spark a reflection on possible changes or adaptations of the organisational structure to ensure the leadership and implementation of the internationalization initiatives, as well as to allow efficient and agile management of the international projects.** This three-folded approach refers more specifically to three levels of action:

- (1) **Politics:** regarding political leadership and the functional and organic fit in the governance of internationalization, specifically in relation to other strategic projects with a strong international component.
 - (2) **Management:** regarding coordination and adaptation to new needs and expectations, both internal and external, in the area of management and administration.
 - (3) **Academia:** regarding the adjustment of the role of the liaisons in each UCA, and at the affiliated schools, to the new model of internationalization.
- Update the International Relations Committee by adjusting its name and

composition, so that it can serve as a working group and coordination platform between the Vice-rector, the International Relations Service, the UCAs, the students and the affiliated schools. In a future review of the statutes, it would be necessary to consider raising the International Relations Committee to the rank of statutory committee, at the same level of existing committees for Teaching Staff, Teaching and Research.

- Gain a consensus on policies and coordinate institutional-wide projects within the management board and team.
- Consolidate the mechanisms and coordination points, using protocols to effectively promote and manage joint initiatives with the areas of Communication, Teaching, Research, Teaching Staff, Admin Staff and University Community Service.
- Strengthen the international programmes (BaPIS, BISS, etc), by consolidating a strong academic direction.
- Create the role of internationalization coordinator in each UCA as a reference role within the management team, in charge of issues related to the internal deployment of the Strategic Plan at each academic unit and of defining their own expectations, projects or needs in relation to internationalization.
- Strengthen and coordinate relations with student associations to achieve fluid and mutually beneficial collaboration.

Objective 6: Provide support for bilateral collaborations with universities in other countries and strengthen our connection with current international networks

The second objective relating to internationalization at the institutional level is to establish or maintain the necessary conditions for the effective development of collaborations with international networks and partners. Through these networks we work, to different extents, on missions related to teaching, research, and knowledge transfer, with the ultimate goal of creating a new model of a transformative and internationalised university. All these networks are aligned with the global strategy of the UPF, and they complement its strengths and global projects (such as EDvolució and Planetary Wellbeing).

Support with specific actions is key, as is finding the correct balance between top-down and bottom-up activities, i.e., the balance between the institutional strategy and the specific strategies of each UCA. In this sense, **the Vice-rector for Internationalization and the International Relations Service as responsible for its management, must continue to function as mediators or facilitators of initiatives proposed by the PDI or from the UCAs, and as promoters of actions or projects that open new opportunities for the departments and faculties and for their teaching staff and researchers.**

- Encourage and facilitate active and plural participation in international networks to ensure maximum institutional benefit for the UPF (including affiliated schools) and for the whole community (students, PDI and PDI in training, and PAS).
- Establish and define the principles and values of international collaboration, as well as the conditions and criteria on which the relationship with partners would be based, combining the institutional and each UCA internal perspectives, to strengthen its impact.
- Develop tools for consultation and visualisation of current international agreements from an updated and integrated database that is accessible at all times for the different groups of the university community.
- Map the international network of the PDI (also of training researchers).

Objective 7: Provide support for strategic initiatives to ensure excellent internationalised research and teaching

Success in recruiting talent and, as a result, the level of excellence is key to ensuring long-term internationalization in the field of research and teaching. **In a highly competitive context, it is essential that the UPF ensures that it attracts talent by removing potential obstacles to recruitment and integration, both at the UPF and in the city, of the most qualified and excelling international staff in each field.**

- Continue providing support for the UPF's quality research initiatives to go on developing projects with a global reach and approach.
- Assist and advise, if necessary, each UCA (and affiliated schools) in the definition of a recruitment strategy and support it.
- Develop welcome packages catering for and addressed to foreign staff being recruited, inspired by the good practices that already exist in some UCAs and some affiliated schools, improving the support for the reception and integration of the new PDI, and facilitating their cultural and linguistic immersion, especially with Catalan or Spanish courses.

(3) - Cross-sectional issues

General ambition

Ensuring the university is an attractive option and providing an internationalised environment to work, study or carry out research does not depend solely on research-focused initiatives, **it also depends to a large extent on the quality of the structures and services of support and management that the university offers to its community.** In the case of future students, this would include attention paid from the time they first show interest in the UPF and the stage before their physical arrival on our campuses to the follow-up they get as a UPF Alumni.

The attractiveness of an institution such as the UPF is also the result of an international outreach that makes it visible in an incredibly competitive environment. Internationalization involves unprecedented communication, promotion and outreach challenges that are imposed by strong competition between universities in positions of or ambition for leadership to stand out in the global context. **In the Internationalization Plan, the communications policy plays a key role in its strategic and instrumental nature,** which ensures internal visibility and outward projection of the international dimension of the UPF.

The Strategic Plan proposes that efforts be focussed on three areas: (1) internal communications and management of good practices, (2) services aimed at international students and staff, based on a model of "International Students [and Scholars] Services" (together or separate), and finally, (3) external visibility of the UPF in the global stage.

Objective 8: Adapt internal communications and the management of good practices

One way to support the progress of internationalization at the UPF is to allow better flow of information between the different units of the University, and to adapt and generalise initiatives through new channels and coordination

protocols.

This general objective refers to the systematised implementation of internal tools in the UPF to guarantee effective dissemination of all activities and the good practices related to internationalization. At the same time, it refers to the opportunity to structure spaces for exchanging knowledge and methodologies between academic and administration staff of the different UCAs, between the various services of the UPF and with affiliated schools, as well as privileged partners, particularly with Eutopia.

- Promote the creation of internal tools at the UPF to ensure effective dissemination of all activities related to internationalization (such as a specific internationalization newsletter).
- Promote and support the UCAs and the Management and Administration Units (UGAs), together with other services and the affiliated schools so that they can identify the existing good practices in the field of internationalization and facilitate exchange between them.
- Promote mechanisms which raise awareness before the whole community of existing good practices around internationalization and interculturality, for example competitions or awards publicised on the website.
- Work on protocols and coordination points between the International Relations Service, the UGAs or other services directly involved in internationalization activities, as well as affiliated schools.
- Reinforce multilingualism in communication and in all the documentation created and targeting different stakeholders and publics.

Objective 9: Adapt information, welcome and support services for incoming staff and students

Internationalised universities compete fiercely to **recruit excellent students and teaching and research staff not only through the quality of their academic offer and their research environment, but also through the services they can provide to ensure easy landing into the institution and the local environment.** This is an area in which efforts are needed to keep pace, while efforts focused on acquiring a competitive advantage are also necessary.

- Promote and improve the welcome services for international students, particularly those on undergraduate programmes, which include both the academic and administrative aspects as well as others such as culture and integration into the university community, and finally their relationship with the environment. In this sense, the role of student associations is essential, in addition to that played by other cultural and social programmes focused on volunteering (mentors, buddies, etc.).
- Improve welcome services for new foreign teaching and research staff, including cultural considerations, integration in the community and in the citizen environment, with the aim of responding to their specific needs.
- Reinforce and facilitate the beginners Catalan and Spanish courses for international groups, teaching staff, researchers, and students, by introducing the landing courses model.
- Identify the admin working positions that require a certain level of English and adapt the human resources organisation and training and the possible recruitment processes to the results of this analysis.
- Reinforce the PAS' cross-cultural skills by organising events and activities that promote exchange of tools and models between UPF staff and staff from other

universities.

- Review and update the language policy to ensure access at all times to the relevant information on campuses and in a context where three working languages co-exist together.

Objective 10: Improve external communication, international outreach and marketing

The objective of reinforcing the visibility of the UPF recognises the importance of a coherent international strategy insofar as it contributes decisively to the prestige and reputation of the University and is a determining factor when organizing projects, attracting resources, and effectively implementing alliances and collaborations. In the case of universities with high international ambitions like the UPF, communications that have been specifically designed are essential, relying on the expertise of professionals in the field.

The main aspects of international communication are:

- (a) demonstrate the University's academic excellence
 - (b) ensure the quality of information available to opt for the UPF
 - (c) share the ambitions of the internationalization agenda with the entire UPF community so everyone is committed.
- Develop a general plan for communications which is specific to the internationalization of the UPF.
 - Redesign the website of the UPF so that internationalization is highlighted as one of the strategic pieces of the University.
 - Identify which programmes need to be visible to international students and define the channels and promotion tools accordingly.
 - Update written, audiovisual, digital and other materials and resources (including social networks) that aim to enhance or improve the UPF's identity and institutional image in relation to internationalization and to ensure the dissemination of its internationalization activities.
 - Define the flows of protocol representation in the visits and other institutional activities related to internationalization.
 - Create or design transfer activities, aimed at the university community and the general public on issues relating to internationalization and its focus on the social, economic, cultural, and political life of the city or country.