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of applied sciences

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Darmstadt University
of Applied Sciences

Research and Innovation
Strategy 2021-2025

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1. Introduction

1.1. Context and Methodology

The strategic process at Darmstadt University of Applied Sciences (h_da) for the 2021-2025 strategic planning period was designed as a dialogue-oriented approach. Based on a SWOT analysis, the strategic objectives were developed in several iterative workshops which, starting with the Executive Board, gradually involved all members and relevant committees of the university in the process.

The Research & Innovation Strategy 2021 – 2025 was developed as part of this overall strategic planning process. Based on a SWOT analysis with specific focus on research & innovation, the boards and staff involved identified relevant objectives with regard to research, innovation & transfer, research-oriented education as well as internationalisation.

1.2. Overview Overall Strategy of Darmstadt University of Applied Sciences

Shaping the future: This claim guides us in our overall strategy. We are a high-performance University of Applied Sciences (UAS) with a spectrum of STEM, economics and social sciences as well as artistic and creative disciplines that is unique in Hesse and will utilise this even more in an **interdisciplinary and transdisciplinary manner** in every performance dimension in the future.¹ We will use this spectrum to identify and analyse current and future social challenges and develop possible solutions. Our vision is to position ourselves as an excellent university for Hesse and the region as well as the Darmstadt Campus of the European University of Technology (EUT+) in an internationally visible and strong position. We are further developing this special feature of our university by sharpening its profile with the following guiding principles:

- We fulfil our responsibility to society.
- We teach and conduct research in line with current and future societal challenges and train responsible graduates.
- Quality and sustainability determine our actions in all areas.

As part of the strategy process development, we have identified **three current, societally relevant topics** in which we have particular strengths:

- Digitisation and Society
- Sustainability
- Mobility and Energy

Through a transdisciplinary culture, we combine these and future-relevant topics with different specialist perspectives in an innovative way, thereby developing new solutions. We perform this within the framework of interdisciplinary research, development, artistic design, education and third mission with the **aim of making an “impact” on society**. We will continue to address the educational, research and artistic-design references within these

¹ See editorial "Fusion der Disziplinen" (vdi nachrichten, No. 38, 18 September 2020), which impressively points out the need for inter- and transdisciplinary research (and teaching) with the involvement of (civil) society actors.

topics critically. To this end, we will decidedly work (also) on the social and societal preconditions as well as the intended and unintended consequences of developments and discuss how social participation and social justice can be secured and further developed. We will establish **agile institutional structures** at h_da in order to work on this in a reliable and solution-focussed manner. We will anchor the task of observing social issues in the sense of "trend scouting" sustainably at h_da.²

The SWOT analyses carried out in the course of developing the strategy concept confirm that h_da's performance strength supports this strategic objectives. The diverse educational offering with a large and unique spectrum of degree programmes and disciplines was identified as a key unique selling point in the area of education. This is complemented by a Studium Generale³ programme for the development of interdisciplinary skills, which we intend to expand and strengthen in the future. Darmstadt University of Applied Sciences has been recognised as an "outstanding educational institution for sustainable development". In the area of research and transfer, the strong, interdisciplinary research centres with a thematic focus instead of the usual subject orientation are seen as a special feature. In particular, the independent right to award doctorates in three topic-oriented doctoral centres and three cooperative doctoral platforms is recognised as a strength of research and the promotion of young talent at h_da. The location of the university with its good networking in the 'Science City' Darmstadt and the region is also seen as a strength that promotes transfer to industry and society and thus increases the impact of h_da.

With this unique performance spectrum, Darmstadt University of Applied Sciences is (co-)shaping the future, offering answers to multi-complex, social megathemes in education, research and transfer. Its sphere of activity is networked both regionally and internationally - especially at European level.

² This function/task will identify socially relevant topics and develop options for dealing with them as a basis for decision-making (for all areas of performance at the university).

³ The social and cultural studies programme (SuK) has been firmly anchored in the compulsory elective area of all degree programmes since 1971.

2. Research

2.1. Status Quo: Research Strengths

As a research-intensive university that was included in the „Innovative University“ funding programme in 2017, h_da focuses on current issues relating to changes in society and the economy, new approaches to training, education and science as well as technical and ecological challenges. The research profile is characterised by **three key areas** with links to sustainable development and the mega topics identified: "Intelligent technologies for the digital economy and society", "Mobility and energy" and "Process technology and sustainability". A new addition is the European Culture and Technology Lab (ECTLab) as part of EUT+ (European University of Technology).

Research activities at h_da are firmly anchored in **four interdisciplinary research centres** and a number of research groups and institutes. The Centre for research and development (Zentrum für Forschung und Entwicklung - ZFE), which represents the interests of the university's researchers, offers the opportunity to promote research in a targeted and focused manner and to derive ideas for the further development of research from the ranks of scientists. The funds made available to the ZFE by the Presidential Board for internal research funding allow for initial and support funding. The Service Centre Research and Transfer (SFT) provides professionalised (administrative) support for research activities. Here, advisors support researchers from the application process through to the handling of externally funded research projects in order to relieve the burden on scientists and create space for research.

The special profile characteristics and associated strengths of the university in the area of research include:

Interdisciplinary research culture to solve real-world problems

Due to its size and academic diversity, h_da harbours great potential for interdisciplinary and diverse research. Research is not left as a task for the professors to manage on their own initiative, but rather a unique institutional framework with interdisciplinary research centres has been created. The high level of application-orientation and the diversity of perspectives with regard to societal challenges can be seen, for example, in design-based research, transformation research and action research. The research structure at h_da promotes interdisciplinary discourse in order to understand, compare and critically scrutinise divergent positions and make them fruitful for joint solutions. This makes it easier to deal with complex problems in a systemic and comprehensive way.

Research infrastructure

The institutionalised interdisciplinarity of research activities at h_da, with research centres, groups and institutes as well as ZFE and SFT, is an important prerequisite for the university's research strength. Another is the systematic collection and provision of information. To this end, h_da is involved in setting up a research information system, which is currently being developed into a cross-university research data management system together with other universities in Hesse. An overview of the researchers' publication activities is made available via an internal university research portal, which is publicly accessible via the address "my.h-da.de".

Social impact and application relevance

The claim to achieve a sustainable, social impact through research activities is a high priority for the researchers at h_da and is a "bottom-up" self-image. This can be seen, for example, in the focus on mutual exchange with stakeholders from science, business, administration, and intermediary organisations. This can be seen in numerous projects in the areas of research, development and artistic design with partner institutions, where a high level of solution-orientation is seen as a basic prerequisite, or in the application-oriented design of academic theses. The targeted exchange that is practised in this cooperation increases the usability of application-oriented research and the transfer of research results into practice. This is ensured by the strong regional connection and intensive networking with companies in the region, which is also supported by the SFT. The resulting bi-directional synergies open up the opportunity for an effective assumption of social responsibility.

Right to award doctorates and doctoral centres

The research strength is also represented by the three doctoral centres in which h_da has an independent right to award doctorates and by the excellent network for supporting cooperative doctorates. The promotion of young academics is structurally embedded in the graduate school. A standardised procedure for ensuring comparable, quality-assuring processes for doctoral procedures is anchored there and information, support and services are offered for those interested in doing a doctorate, doctoral candidates and supervising professors.

Outstanding strengths in different areas ("lighthouses")

At h_da, there are outstanding research achievements in selected areas that have an impact at regional, national, European and, increasingly, global level. A visible sign of outstanding "lighthouse initiatives" is the demand for expertise from h_da. For example, in the fields of sustainability, digitisation and computer science as well as biochemistry and robotics. Prominently placed projects such as the "System Innovation for Sustainable Development" project or participation in the National Research Centre for Applied Cybersecurity "ATHENE" are increasingly taking on a lighthouse character. Our press and media work has helped to position our experts in the local, regional and national media.

2.2. Objectives and Strategy: Research

We will continue to build on our strengths in the area of research. **Research** at h_da is **consistently focussed** on the "discovery" of socially relevant problems and the creation of solutions ("**impact**"). In addition, we will develop a UAS-specific research metric that allows us adequately measuring of the performance of this applied research.

Our claim: We are a university of applied sciences that conducts interdisciplinary and transdisciplinary research and consider science as an opportunity to find solutions for multi-complex issues of the future (impact). With its academic profile, h_da is both strong in research and strong in the artistic and creative field. The research strategy at h_da encompasses objectives relating to both aspects. Furthermore, we aim to assert ourselves in **international competition** in the dimension of research.

In order to realise this ambition in the coming years, we have defined four strategic goals in the area of research and detailed their implementation.

Objective 1: Visibly align research performance and impact with current social challenges

As a university of applied sciences, we traditionally consider it our mission to make an application-oriented contribution to solving multi-complex societal issues and challenges through our research practice. In future, we will pursue this claim to impact more strategically: We will systematise our interdisciplinary and transdisciplinary strengths and use them specifically to research issues and problems that particularly challenge us as a society. To this end, we will utilise our strengths in terms of content and form topic-related, interdisciplinary research focal points. Therefore, we will create structures that enable us to recognise current challenges at an early stage and effectively translate them into research priorities. With a view to impact, we will also implement dialogue and solution formats at an early stage in future - e.g. as part of transformative research or in collaboration with external institutions. In the area of research, we want to contribute to the development of the "h_da brand" as a transdisciplinary solution finder for current and future social challenges. We realise this strategic goal through the following concrete objectives and measures:

- Establish an inter- and transdisciplinary research culture whose application-oriented solutions have a visible impact on society
- Continue the discussion on "impact" in order to work out the benefits for society
- Bringing together research and artistic development
- Consolidate transformative research
- Establish trend scouting
- Instantiate an ethics committee
- Promote research through exchange (scientists, students) with international partners, especially EU+ partners
- Develop key figures that show the impact of research performance on society
- Establish academic controlling incl. optimisation
- Establish a process for collecting key figures

Objective 2: Development of mid-level scientific staff

In order to professionalise research activities at h_da, further differentiation of research support tasks is essential. With this in mind, we are further developing the services at h_da in order to create needs-based structures for advising and supporting researchers, research teams and research institutions in the run-up to, during and after research projects. To this end, we are developing task and competence profiles as well as organisational anchoring for mid-level scientific staff. The following goals and measures will be implemented:

- Expand support in applying for and implementing third-party funded projects
- Develop and implement a concept for structurally anchoring a mid-level scientific staff as part of a typical h_da research infrastructure
- Promote the formation of and exchange between interdisciplinary teams

- Further expand cooperation with external research institutions, universities and colleges - nationally and internationally - especially at European level with the EUt+ partners

Objective 3: Promotion of young scientists

We want to strategically utilise the further development of the qualification level at h_da, which is also reflected in the research performance of students and doctoral activity, to expand our research strength. To this end, we will take greater advantage of the opportunity to promote research skills in our degree programmes and provide targeted support for Master's students and graduates with an affinity for research. We will implement the following measures to promote our junior researchers:

- Assign a didactics professorship with the promotion of young academics
- Establish a concept for the promotion of graduates to academic staff (mid-level staff)
- Consolidate doctoral scholarship programme
- Expand joint doctoral programmes with international partners, especially EUt+ partners, in the long term
- Develop and implement a concept for promoting young talent for UAS professorships

Objective 4: Increase the transparency and visibility of research at h_da

Status quo analyses in the run-up to formulating the strategy have shown that the (visible) diversity of research activities at h_da does not adequately represent our research profile. This does not allow us to communicate effectively with partners and the public to further develop our research questions and research activities. We want to consolidate the "impact" communication initiative we have started and embed it in the strategic goal of increasing the transparency and visibility of our research activities and results. To this end, we will:

- Further develop internal h_da information and communication
- Improve external communication on research activities (external impact)
- Publicise h_da publications more externally
- Develop joint publication strategies with partner universities
- National Research Data Infrastructure (NFDI) - stabilise participation
- Strengthen cooperation with non-scientific stakeholders

3. Transfer and Innovation

3.1. Status Quo: Transfer and Innovation Strengths

The conception of transfer and innovation at Darmstadt University of Applied Sciences⁴ takes account of our claim to assume social responsibility as an academic institution in the sense of a "third mission" alongside education and research. Well-established transfer mechanisms are already anchored in the genesis of the UASs: practical semesters, student research projects and final theses in industry in almost all degree programmes, a high number of "adjunct lecturers" from industry and, last but not least, the mandatory practical professional experience of professorships outside the universities as a prerequisite for appointment. Specifically, we use our expertise in these areas to develop possible solutions for current and future social issues in an iterative dialogue with stakeholders from business, politics and civil society within the framework of partnerships, projects and public offerings. Our aim goes beyond simply "transferring" knowledge. The h_da's transfer strategy is based on the fundamental idea that changes do not usually arise in established contexts, e.g. a specific research discipline. Rather, the aim is to bring together actors with different experiences, perspectives and interests, to formulate new research questions with them on the basis of a common understanding of the problem in order to generate "creative knowledge" that transcends previous system boundaries. In this sense, we want to make a relevant social impact with our expertise in the breadth of our subject spectrum as well as our methodological inter- and transdisciplinary strength. As an application-orientated, scientific institution, **we consider ourselves** to be the institution that **finds answers** to multi-complex social megatopics and **contributes to shaping the future of our society** through our achievements in education, research **and** transfer (impact).

The special profile features and associated strengths of the university in the area of transfer include:

National Excellence Award „Innovative UAS“

The innovative strength of h_da with its claim to contribute to tackling societal challenges together with partners from business, politics, culture and society is recognised by its inclusion in the national excellence funding line "Innovative UAS".

Networking and cooperation enables bidirectional transfer

The h_da is very well networked with various stakeholders from business, politics, the social sector and the population in the region as part of a wide range of co-operations. Contacts with partners (local, national and international) are used, for example, in joint (education) projects, student practical phases, and final theses or as addressees for further education programmes. Examples of this strength include the founding of the university's own Steinbeis Transfer GmbH and the cooperation partnership with the affiliated Society for the promotion of young technical talent (Gesellschaft zur Förderung des technischen Nachwuchses - GFTN,), cooperation with the Schader Stiftung, close contacts with the Chamber of Industry and Commerce (IHK), the city of Darmstadt and the districts of Darmstadt-Dieburg and Odenwald. H_da cooperates with the Vietnamese German University (VGU) in Ho Chi Minh

⁴ Based on the definition of the German Council of Science and Humanities recommended by the Hessian Ministry of Higher Education, Research, Science and the Arts (HMWK) as a minimum standard.

City as part of a degree programme transfer (Computer Science/ IT Security M.Sc.). In addition, there are diverse, close and often personal contacts, which the colleagues contribute to the h_da contact network. Overall, this results in fruitful interactions between the university and society and ultimately in a special approach of h_da to real-world problems.

Established diversity of perspectives on social challenges

One of h_da's strengths in the dimension of transfer and innovations is its ability to deal with current challenges (e.g. sustainability, mobility, cyber security, plastics, and digitisation). Thanks to the broad range of subjects and the interdisciplinary research and education culture practised at h_da, it is very successful in integrating scientific research approaches into real-world challenges, gaining needs- and solution-focused insights and supporting their implementation. The transfer activities include technology transfer, knowledge transfer and citizen science activities. The "System Innovation for Sustainable Development" project is particularly noteworthy here, in which h_da works together with regional and municipal institutions as well as with actors from society, research, politics and business in the Darmstadt area with the aim of establishing processes towards sustainable development in the region. The aim is to continuously generate new ideas - in short: system innovation for sustainable development (s:ne). A high level of application orientation and diversity of perspectives is also achieved through the close links to practice of the professors as a result of their practical work before and during their teaching activities. As is typical for UAS, the faculty members at h_da are mainly experts from industry or application-oriented research.

Broad transfer organisation

H_da has institutionalised an Innovation and Transformation Platform (ITP). A meeting place, the "Transformation Loft", has been created here. This has established a structure in which all stakeholders involved can exchange experiences, reflect on ideas and questions and combine them into new system contexts (development of a common understanding of the problem), discuss suitable methods (development of joint solution approaches) and concrete steps (development of jointly supported transfer processes) in regular working meetings. H_da has also set up a Career Centre to support student transfer activities. The offer includes in particular seminars, counselling, work and contact opportunities in so-called "start-up incubators". There are 15 workstations available here at both university locations. In addition, students interested in founding a company, student start-up teams and networking between student start-up initiatives are supported. The university-owned Steinbeis Transfer GmbH is available to professors to facilitate start-up projects.

Well-established training programme

H_da has a broad and long-established academic continuing education programme that enables students to obtain a Bachelor's or Master's degree in dual or part-time studies. In some cases, it is also possible to enter the programme without a traditional university entrance qualification, for example with sufficient professional experience or a master craftsman's certificate. The h_da also offers certificate courses and further education programmes for this target group. Another strength can be seen in the various continuing education formats. In addition to "classic" vocational continuing education courses with evening and weekend courses, h_da also offers, for example, distance learning courses in blended learning formats in long-standing cooperation with the Centre for Distance Learning in the University Network (Zentrum für Fernstudien im Hochschulverbund - ZFH). In addition,

h_da is working on new, innovative and flexible educational formats in terms of time and location (e.g. in the IBWL Extramural project).

3.2. Objectives and Strategy: Transfer and Innovation

The Darmstadt University of Applied Sciences is very well anchored and committed in the 'Science City' Darmstadt as well as in the region. In the future, we will strategically focus even more strongly on our responsibility to contribute to shape our society and apply our competences regionally, nationally and internationally in an interdisciplinary and transdisciplinary manner as part of a wide range of transfer activities.

Our claim:

As a powerful University of Applied Sciences, we see it as our task to have a **lasting impact on society („Impact“)**. We utilise our educational and research expertise to strengthen the effect of our **transfer activities in solving societal challenges**. In continuing academic education, we support specialists and managers in their lifelong learning process. As in our regular study programs, we are hereby guided by a holistic understanding of education.

In order to realise this ambition in the coming years, we have defined four strategic goals in the area of innovation and detailed their implementation.

Objective 1: Sharpen the h_da transfer profile with a UAS and h_da-related strategic impact expectation and focus on mega topics

There are a large number of transfer activities at h_da carried out by researchers, faculty initiatives, and student projects or on the initiative of individuals. We already have many initiatives in the areas of the mega topics of "digitisation and society", "mobility" and "sustainability", but a cross-university transfer profile is not yet sufficiently visible. We will pursue the development of such a profile as a strategic goal in future. In doing so, we want to utilise the opportunity to improve the internal networking of our specialist expertise and existing transfer activities in order to increase our overall performance in joint transfer work, i.e. across departments, and to better coordinate our activities. The challenge here lies in a structured but careful bundling of all activities. We want to systematically record activities and topics across the university and provide and reliably institutionalise standards and support services, depending on the type of transfer activity. In addition, standards for quality assurance, management and follow-up of transfer activities are to be developed and implemented. The challenge here is to realise this strategic concern while avoiding "bureaucratic overbuilding", which represents an inhibiting risk, especially for small-scale transfer activities. In addition, the further professionalization of contacts between universities and business, industry, politics and civil society is important. We will realise these strategic concerns through the following concrete goals and measures:

- Establish a clear profile for transfer / third mission in relation to social challenges
- Install trend scouting at h_da - for education, research and transfer
- Implement results from transformative research even more strongly
- Develop and establish a suitable metric for measuring transfer strength and a process for collecting key figures
- Professionalise the coordination of offer and demand

Objective 2: Increase the interaction of h_da transfer and third mission activities with society

We want to increase interaction with society in order to fulfil our strategic aspiration of acting as a (co-)shaper of the future. We see this as an opportunity to create an even better rapprochement between societal needs and scientifically based findings by intensifying the dialogue with scientific and non-scientific stakeholders. We are convinced that this will also improve the comprehensibility of the communication and presentation of research results and thus make them more accessible to the public. Last but not least, we want to increase our reach in the sense of a "professionalised use" of the right communication channels and thus establish a better exchange with all relevant interested parties. Finally, we also want to strategically utilise the civic "service aspect" to further increase our attractiveness as a location and to distinguish ourselves more clearly from TU Darmstadt. We are realising this strategic objective as follows:

- Further develop internal h_da information and communication
- Improve external communication on transfer activities (external impact)
- Publicise h_da publications more widely
- Open up h_da to the public sphere
- Strengthen cooperation with non-scientific stakeholders (also internationally)
- (Visibly) strengthen knowledge transfer in SMEs
- Systematise and intensify alumni work

Objective 3 Develop innovative, lifelong continuing education programmes, taking into account the permeability between academic and vocational education and training

The development of innovative, lifelong continuing education programmes is an important strategic goal of the transfer dimension, but is also strategically relevant for the education dimension. We see the opportunity in the area of transfer primarily in the fact that we can open up our competences in academic education to other target groups by developing continuing education formats. Our continuing education programmes are guided by the same quality standards as our regular degree programmes. Through greater flexibility and modularisation, we want to give specialists and managers the opportunity to develop personally and also to obtain an academic degree cumulatively throughout their lives. We achieve this flexibilisation, which must also be adapted to the needs of increasingly diverse groups of people interested in education, through the scientifically sound development of new study and event formats. We want to make use of our many years of experience in the field of continuing education as well as the opportunity we have recognised in the professionalization of university didactics. In doing so, we are focussing on the promotion of interdisciplinary and transdisciplinary skills as well as the design of connectivity between academic and vocational education. The education dimension also benefits from this: innovative teaching and learning formats in continuing education shall be transferred to undergraduate study programmes. We want to realise this through the following concrete goals and measures:

- Develop the concept of an interdisciplinary, continuing education matrix programme to design flexible continuing education programmes (in terms of content and time) - also at international level with the EU+ partners

- Develop and implement further education formats to create permeability between academic and vocational education and training
- Expand dual study programmes as a further education option
- Develop digital and hybrid forms of teaching and learning for continuing education, including networking with (international) partner institutions, especially EUt+ partners
- Further improve the recognition and crediting of non-university and internationally acquired skills, also with regard to the EUt+ alliance
- Enable offerings ranging from individual certificates to academic degrees via a modular principle
- Make study programmes more flexible in terms of time and location (also at international level)

Objective 4: Developing the university as a "house of lifelong learning": Open university, continuing education as well as research and transfer on lifelong teaching and learning

We want to open up h_da and create a recognisable place for transfer activities where education, information and encounters are not only possible, but commonplace. We want to create a framework for (continuing) education in which dynamic educational research, educational workshops to try out innovative formats and ideas as well as educational dialogues between researchers, students, lecturers and interested citizens can take place. In addition to the opportunity of the innovative potential that such a "House of Lifelong Learning" can unleash for all areas of the university, we see this as a way of strengthening the reputation of our university. We want to pursue this idea as a strategic goal and, to this end, systematise the numerous existing options, examine their feasibility and derive fields of action for implementation. This will be realised through the following:

- Develop a programmatic concept for a "House of Lifelong Learning", including an institutional framework, possible (international) partner institutions, cost and budget planning and a timetable for implementation

4. Research-Oriented Education

4.1. Status Quo: Research-Oriented Education

Linking research and education: h_da is committed to linking practice-oriented education with applied research on a scientific basis: Bachelor's and Master's theses are usually carried out as part of external projects, and students work together with researchers in laboratories during the final phase. The high quality of teaching is the result of the close links and mutual fertilisation between the two pillars. As an "innovative university", h_da embraces and fosters the transfer to the region.

4.2. Objectives and Strategy: Research-Oriented Education

In recent years, Darmstadt University of Applied Sciences has differentiated itself in the areas of research, transfer and education and has increased its academic performance. In the area of education, we have increased our level of qualification and want to further stabilise and expand this through this strategic goal. To this end, we will continue to consistently expand the practical teaching of research skills in all Master's degree programmes and prepare our Master's students in the best possible way for a subsequent career in science-related professional fields. To this end, we will implement the following:

- Develop the "Master by Research" concept with particular emphasis on and consideration of international aspects and doctoral eligibility
- Gradually implement and evaluate the concept in Master's degree programmes
- Enable research exchange programmes in (international) laboratories and make them compulsory

5. Internationalisation in Research and Innovation

5.1. Status Quo: Internationalisation in Research and Innovation

The internationalisation concept of the h_da has so far been characterised by a large and very diverse network of partner universities. H_da's most strategically important international alliance is currently the European University of Technology (EUt+). In addition to h_da, this university alliance comprises of eight other technical universities from Bulgaria, France, Ireland, Italy, Latvia, Romania, Spain and Cyprus. H_da is the only University of Applied Sciences in Germany that has been independently accepted into the European Universities programme. It is also part of other networks and maintains partnerships with over 120 foreign universities. These long-standing relationships with international partner universities enable cooperation in the areas of education, promotion of young talent (especially doctorates) and international research and transfer projects.

5.2. Objectives and Strategy: Internationalisation in Research and Innovation

We will continue to consistently build on our strengths and improve and professionalise our structures and processes in the area of internationalisation in order to realise our vision of being perceived as an excellent university with an international reach and to develop an EUt+ Campus Darmstadt.

Our claim:

We promote the intercultural competence of all members of our university. To this end, we will intensify our activities for further **internationalisation in all dimensions**.

We see internationalisation as a cross-sectional task that should advance the university in the performance areas of education, research and transfer as well as the operation of the university. With regard to research and innovation, the following strategic goals are most relevant.

Objective 1: Expanding international relations in Europe

We aim to increase the visibility of h_da as an excellent university in Europe. It is important to us to achieve a high level of recognition and an excellent reputation as an international university among visiting academics, teaching staff and students alike. To this end, we want to further develop our European partner network in a quality-orientated manner. We expect that this will also improve our chances of acquiring (international) research and development projects and other strategic partnerships in the future.

Objective 2: Promoting international competences among all members of the h_da

We are increasingly promoting the international and intercultural skills of all university members in order to better utilise the potential that exists in h_da's existing international relationships and to position h_da well on its way to becoming a European university. To this end, we are harmonising the many existing, very good initiatives and formats throughout the university. We face the challenge of further professionalising the international service, information and support areas, developing a jointly supported internationalisation standard and implementing it across the board in all areas.

'We aim to develop a coherent overall concept that focuses on the skills development of all university members as well as the integration of international standards into our study and further education programmes and that also considers the promotion of international mobility through appropriate incentives.

Objective 3: Expanding international research cooperation

We will successfully assert ourselves in international competition in the field of research. The strategic goal of expanding international research collaborations contributes to this. We are increasing our international visibility in the field of research in order to be even more attractive for academics and, above all, doctoral candidates. To this end, we are utilising our location advantage with its proximity to Frankfurt Airport to establish ourselves as a venue for international research clusters, conferences and symposia. To this end, we will:

- Expand interdisciplinary research focal points for future issues in Europe
- Promote the mobility of researchers