

Internationalisation policy

2024 – 2029



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THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES

Introduction



Vision on internationalisation at The Hague University of Applied Sciences:

Providing students with the professional, personal and academic competences needed to function successfully in the ever-changing world of the 21st century. Every student gains an international experience during their studies. Graduates possess:

- an understanding of and respect for the norms, values and potential of people of different nationalities and cultural backgrounds;
- an open attitude, skills and knowledge to act and communicate effectively and display correct behaviour in culturally diverse contexts;
- a knowledge of and attention to global issues;
- a global and international understanding of their field.



The Hague University of Applied Sciences is an internationally oriented knowledge institution that aims to contribute to a sustainable and just world. This can only be done by paying attention to that world in our education and research. Sometimes this is local, for example with a project around resident participation in the multicultural Laak district. Sometimes this is international, for example in a European research project. An international dimension is crucial for the quality of our education and research. After all, global issues require global solutions.

Based on this belief, The Hague University of Applied Sciences brings together students from diverse cultural backgrounds, both from the immediate vicinity of our campuses and from numerous countries. Those who bring different perspectives see more and know more. Our vision¹ of internationalisation remains unchanged: we educate our students to become global citizens.

Our Strategic Plan 2023-2028, the Educational Vision and the Knowledge Agenda emphasise the international dimension of our education and research. This increases the need for a concrete internationalisation policy; a roadmap of how we flesh out our international profile and collaborate with the (international) field of work in The Hague and the region. Internationalisation is part of THUAS' DNA. This policy is thus

an elaboration of the international dimension in our Strategic Plan, the Educational Vision and the Knowledge Agenda.

We relate to the (inter)national developments around us, including government policy, any new legislation² and sector agreements on international self-government.³ These explicitly confirm the importance of internationalisation, including the need to underpin our policies transparently. This is partly the reason for reviewing our own policies. We will continue to monitor in the future, anticipating (political) developments where necessary and desirable.

¹ *Global citizens in a learning society. Internationalisation at The Hague University of Applied Sciences 2015-2020.*

² *Such as the bill Internationalisation in Balance including the General Order in Council test foreign-language education and ministerial regulation procedure test foreign-language education.*

³ *Brief_24.5418.AS_betreffende_Zelfregie.pdf (vereniginghogescholen.nl)*

Comprehensive internationalisation

The international profile of The Hague University of Applied Sciences

Starting point is The Hague University of Applied Sciences' existing internationalisation policy from 2015, along with Elspeth Jones' ten aspects of comprehensive internationalisation.⁴ This theory considers all international aspects of our work in context, so that they can reinforce each other. The impact for the individual student is central. The policy on internationalisation is structured in the following five chapters:

- The international profile of The Hague University of Applied Sciences;
- The international dimension of our education;
- The international dimension of our research;
- The international campus culture;
- The international dimension of our organisation.

For each chapter, we substantiate our ambitions for 2028 and the policy choices and concrete actions. In doing so, we provide a framework for The Hague University of Applied Sciences as a whole. Within faculties, centres of expertise and staff services, our international ambitions are being fulfilled. Bottom-up initiative plays a crucial role, with the line in the lead, but interconnected and working towards the overarching goals of The Hague University of Applied Sciences.

⁴ 1) Policy/strategy for internationalisation. 2) Governance, leadership, management. 3) Internationalisation in curricula. 4) International campus culture and informal curricula. 5) Student diversity. 6) Guidance and support for students. 7) Staff development, recognition and reward. 8) Partnerships. 9) Resources follow strategy. 10) Monitoring, reflection, evaluation and review.



The Hague University of Applied Sciences opts for a distinctly international profile. This choice is driven by three factors around us:

- **Locally.** The Hague University of Applied Sciences is strongly linked to The Hague, the international city of peace and justice. Numerous international institutions are based in The Hague, including the International Criminal Court, the International Court of Justice, the Permanent Court of Arbitration, Europol and Eurojust. Almost all embassies based in the Netherlands are located in The Hague. This international profile and network are characteristic of The Hague University of Applied Sciences, and we work closely with various partners. One example is the Tech Campus Delft: in co-creation with local and international companies and organisations, we contribute to solving social issues there.
- **Regionally.** The regional labour market requires a solid international dimension, both in quality and quantity. The province of South Holland comprises as much as 23% of Dutch employment and over one in five employers is short of staff members. Much of the employment in South Holland has an international character, for example by working on cross-border issues, with international partners, using English as the working language or in an internationally composed team. There is a great

need for international graduates in sectors such as IT and engineering.⁵ And for all sectors, international and intercultural skills have a clear added value. So, to train our students for the regional labour market, international experience is desirable.

- **Content:** Our students, lecturers and researchers want to contribute to solving societal issues and related transitions. From energy transition to healthcare, from international law to strategic independence. These are issues of a decidedly cross-border nature that are being worked on globally. In our education, research and valorisation, international cooperation on content is necessary.

Students at The Hague University of Applied Sciences benefit from our international profile. They fundamentally experience the value of diversity, develop into engaged global citizens, start their careers with international and intercultural competences and can benefit from our strong international network.

⁵ *Human Capital Agenda 2.0, Province Zuid-Holland*

Strategic Plan 2023-2028:

We carry internationalisation through to the capillaries of our university of applied sciences: in education and research, strategy, organisation, human resources, facilities and networks. Internationalisation is an essential component in education for developing global citizenship. As global citizens, our students learn what is going on in the world and how economies, cultures and groups behave and relate to each other. Moreover, international cooperation in research accelerates knowledge development.

The Strategic Plan's lists actions for **ambition 4**, an enhanced international profile:

- We integrate international and intercultural dimensions into the formal and informal curriculum for all students through our international classrooms and the principles of Internationalisation at Home.
- We strengthen our international leadership role in Collaborative Online International Learning (COIL).
- We build our international network and help our students to build an international network themselves too.
- We encourage students and staff members to gain international experience through education, research or an internship in an international context.
- We participate in European and international alliances for education and research.
- We make better use of (international) grants.
- We provide a home base for international students by focusing on bilingual facilities and accommodation.

This is what we stand for:

- We are outspoken about our international profile and our status as a UNESCO school.⁶ To enhance our profile as a UNESCO university, we pay attention to achieving the Sustainable Development Goals (SDGs) in our education and research.
- As a staff member and student, you support the international profile of The Hague University of Applied Sciences and contribute proactively through an international and inclusive attitude.
- Educational offerings are based on a careful balance between Dutch-language and English-language programmes.
- We invest in deepening and strengthening ties with our global partners in education and research.
- We pay specific attention to Europe as a partner through a roadmap (see appendix 1).

Specifically, this means:

- As a knowledge institution with an international profile, we serve the local and regional labor market with an educational offering that fits within the specific context of The Hague and South Holland.
- The Hague University of Applied Sciences is proactively committed to engaging (inter)national partners and offering world leaders a stage in The Hague. In cocreation with our partners, we offer an annual stage to three high-profile speakers in the Global Leadership Series.
- The Hague University of Applied Sciences is establishing a structural partnership with (a selection from) the global

⁶ *Through education, culture and science towards more peace and tolerance. UNESCO universities of applied sciences support this mission by familiarising their students with their responsibility as global citizens through themes such as global citizenship, sustainable development and intercultural learning.*

[UNESCO | UNESCO-scholennetwerk](#)

network of embassies in The Hague. We involve this network in our education and research, invite this network to relevant meetings and facilitate knowledge exchange between this network and our students, education and researchers.

- The Hague University of Applied Sciences invests in strategic international networks and bodies, such as The Hague Network, an EUI consortium and our exchange

partners. For exchange, the focus is on Europe because of the availability of scholarships. In addition, we continue to work with a number of (strategic) partners worldwide. Our choices for these strategic partnerships are set out in our strategic partnership criteria (see appendix 2).

- We are committed to some iconic activities that feed our international profile, such as Kingdom Day and international symposia.



The international dimension of our education

We give substance to our educational vision: each degree programme has included at least one educational module in the programme that purposefully works on developing transition-oriented, intercultural and international competences. Students collaborate in the education module with international practice partners and/or with students elsewhere in the world. Together, they work on transition issues around sustainability, equity and/or digitalisation.⁷ This gives every student an international experience without the student having to go abroad (Internationalisation at Home).

This is what we stand for:

- We encourage students and staff members to gain international experience through education, research or an internship in an international context.
- We integrate international and intercultural dimensions into the formal and informal curriculum for all students.
- We are strengthening our international leadership role in Collaborative Online International Learning (COIL).
- We ensure compliance with the Erasmus Charter for Higher Education⁸ and the Code of Conduct for International Students in Dutch Higher Education and work towards continuous improvement.

⁷ Educational Vision. Studying at The Hague University of Applied Sciences (2024, page 11).

⁸ Erasmus Charter for Higher Education | Erasmus+ (europa.eu)

Examples of internationalising learning outcomes:

- comparing literature and cases from different contexts;
- comparing global and local perspectives;
- guest lectures by international and local speakers or partners;
- online collaboration through COIL Virtual Exchange;
- physical international mobility for a study, internship or group trip;
- facilitating collaboration with incoming international students;
- Internationally oriented projects focused on, for example, a city or region;
- participation in a summer school or winter school.

Specifically, this means:

- In line with the Educational Vision, internationalised learning outcomes are formulated for each degree programme and the curriculum is designed accordingly. This means that all students undergo an international learning experience that is purposefully accommodated in the curriculum and linked to internationalised learning outcomes. This applies to both English- and Dutch-language degree programmes.

- We continue with the professionalisation offer for our lecturers and staff members to develop international competences in education modules. Our degree programmes work to continuously improve and expand our COIL offer. Through internal and external knowledge sharing, our lecturers, researchers and experts jointly promote the further development of COIL.
- Our recruitment policy is in line with the binding agreements on self-direction from the Association of Universities of Applied Sciences. Locally, we are intensifying our contacts with international and bilingual schools. Through a preparatory year, we offer a diverse group of international students' good preparation for starting at our university of applied sciences.
- In our portfolio strategy, we define our future degree programmes on offer, including its possible expansion in (regional) shortage sectors.
- The physical exchange of students remains an impactful learning experience. International exchange is an indispensable component in the mix of international learning experiences. The Hague University of Applied Sciences facilitates this with a wide network of cooperation partners, intensive provision of information and preparation, and financial support. In it, we have an extra focus on inclusion, sustainability and safety.
- Erasmus+ offers many opportunities to fund projects. The Hague University of Applied Sciences aims to successfully match Erasmus+ applications to realise its ambitions. We are also working to expand our externally funded scholarship offer for students.
- The Hague University of Applied Sciences is committed to keeping its education accessible to refugee students. We are an active partner of Foundation for Refugee Students UAF and continue to apply the low institutional tuition fee rate for UAF-supported students. We are also committed to taking steps at sectoral and national level to make education more accessible to this target group. We also contribute to a sustainable and just world based on knowledge cooperation.

- The Hague University of Applied Sciences makes it easy and attractive to use (international) guest lecturers and guest speakers based on their specific expertise.

Support and activities around internationalisation in education

- **The Strategy Team** advises broadly around (strategic) partnerships and Erasmus+ advice (Key activity 1). Colleagues work closely with Faculty and Programme Coordinators Internationalisation, degree programme managers and departments.
- **Teaching & learning labs** can offer support on (international) educational challenges from their own expertise, and where desired in co-creation.
- **The Hague Centre for Teaching & Learning (HCTL)** is engaged in the learning and development of staff members of The Hague University of Applied Sciences. They are the discussion partner within the university of applied sciences when it comes to impactful learning.
- At the **Global and Inclusive Learning knowledge centre**, we explore processes to create equal opportunities for students and professionals. We also research the processes for active promotion of inclusive and sustainable education and an inclusive society.
- **Virtual exchange / COIL community** (teams) is a platform for training and knowledge sharing.
- The **Faculty and Programme Coordinators Internationalisation** are there to advise, coordinate and support faculties and programmes in activities around internationalisation.

The international dimension of our research

Knowledge knows no boundaries. In its knowledge agenda, The Hague University of Applied Sciences has therefore formulated three research themes, each of which has a clear international dimension. This applies to content, networking and research funding. Our research focuses on:

- just coexistence;
- the transition to sustainability;
- a digital future.

The Hague University of Applied Sciences has specific internationally oriented chairs, such as the UNESCO and Jean Monnet chairs, and research programmes, such as the *Multilevel Regulation* research group, the World Citizenship chair and the *Changing Role of Europe* research group. In addition, The Hague University of Applied Sciences has a track record of research on internationalisation of education through its *Global and Inclusive Learning* centre of expertise.

Based on our knowledge agenda, we invest in the international dimension of our research, international research networks and increasing international second and third funding streams.

This is what we stand for:

- We connect to European research agendas by working together (also internally) in consortia of like-minded people, thus improving our research and increasing its impact in The Hague, in our region and in Europe. We strengthen our strategic relationship management for a fine-grained international research network of our professors and researchers.
- We focus our attention even more on leveraging (international) grant programmes and research calls.

Specifically, this means:

- We cooperate purposefully with our international research networks, including The Hague Network, an EUI consortium and our network in Brussels (including UASNL and Neth-ER).
- The professionalisation policy for researchers will pay more attention to international knowledge and (networking) skills.
- We encourage the international exchange of researchers, both through virtual international cooperation and physical mobility.
- Research results are presented nationally and internationally for cross-border valorisation. Where possible, we collaborate in large international research projects with the other universities of applied sciences in the South Holland Impact Alliance (ZHIA) and the Randstad universities of applied sciences in the R6.

- Lecturers, researchers and staff members are alert to knowledge security, in line with national and international frameworks in this area. Within The Hague University of Applied Sciences, we use the knowledge security decision tree to determine whether existing and new international collaborations are permissible and/or desirable. We also follow our guideline on ethical considerations when working with external partners.
- The Hague University of Applied Sciences is pushing for a relaunch of the Scholars At Risk (SAR) programme, in cooperation with the Association of Universities of Applied Sciences and the UAF Foundation.



Strategic partnerships at The Hague University of Applied Sciences

The Hague University of Applied Sciences has several collaborations with international education and research partners. We use a number of categories: partners for the exchange of students and staff members, partners for virtual collaborations, *preferred* partners of faculties and centres of expertise (for broader cooperation in education and research) and university of applied sciences-wide strategic partners. Our international strategic partnerships are key to achieving our ambitions from the Strategic Plan, the Educational Vision and the Knowledge Agenda. We enter into these partnerships only after a careful selection process, thus ensuring that the partnerships are based on mutual trust. The progress and results of the collaborations are monitored annually and the partnership itself evaluated every other year.

Current collaborations

The Hague University of Applied Sciences has partnerships with over 300 higher educational institutions worldwide for the exchange of students and staff members. We also have a limited number of strategic partners worldwide. In addition, the centres of expertise have international cooperation partners within joint and/or externally funded research projects. These are the possible forms of cooperation with our partners in a row:

- exchange programmes (*inbound & outbound*);
- joint research projects;
- joint education projects;
- joint publications;
- online collaboration (*virtual collaboration*);
- joint and double degree programmes;
- international projects and educational modules.

University of applied sciences collaborations

The Hague University of Applied Sciences pursues strategic collaborations to create synergies and opportunities that positively impact our own education and research, and that of our partners. Strategic partnerships involve broader cooperation than facilitating exchange. They include similar goals, ambitions and structures. Effective strategic collaborations depend on communication, trust, commitment and cultural understanding. The Hague University of Applied Sciences strives to use these factors to maintain and (further) develop positive and fruitful collaborations. Establishing and maintaining strategic collaborations requires customisation for each partnership:

- an analysis of the similarities and complementarities between THUAS and its partner;
- full commitment at board level;
- a multi-year plan/mapping, including an inventory of funding opportunities for joint activities;
- structural monitoring and evaluation of cooperation.

See appendix 2 for the process and criteria.



The international and inclusive campus culture

Our students, lecturers and researchers come from more than 100 countries, and all have unique backgrounds. They are pre-eminently the group that shapes our campus culture together. We celebrate diversity and connection, because it is precisely in the differences that enrichment lies. We do this first of all by harnessing the diversity in our own region and ensuring a diverse and inclusive campus culture. Inclusion is a foundation of our university of applied sciences and the foundation of our campus culture. This starts with the equality of every human being and the need to connect in countering inequality. See also our diversity and inclusion policy.

We reach outside our bubble whenever possible in search of the unknown and unexpected. In this way, we create a truly international classroom where 21st-century skills are at their best. The added value of the international and inclusive campus culture for our students lies in three aspects: the feeling of being welcome and valued for who you are, the smooth support of the student journey through processes and facilities, and the connection between students themselves, both curricular and extracurricular.

What do we stand for:

- We aim to bring together a diverse and balanced mix of students who collectively shape our international campus culture. We explicitly consider the connection between Dutch and international students and the connection between English-speaking and Dutch-speaking degree programmes.
- Our language policy for students and staff members is in line with the Association of Universities of Applied Sciences' binding decision on self-direction.
- Through The Hague Student Housing Action Plan, we contribute to increasing the supply of student housing in The Hague for Dutch and international students.
- We are stepping up our efforts to bind students to the Netherlands and thereby increase the chance of staying. This has a positive effect on student success and contributes to our social mission of training talent for the (regional) labour market.

Specifically, this means:

- We aim for all students applying to THUAS to receive an initial response within a week. From international students, we want to assess eligibility faster and offer them a warm-welcome package. This will help them land even better on one of our campuses and thus in The Hague region.

- THUAS makes its profile as a university of applied sciences with relatively many first-generation students more visible, as the diversity of backgrounds within our region is an essential part of our campus culture.
- The Hague University of Applied Sciences invests in extracurricular networking of students and lecturers, and facilitates organisations that make connections within and between groups. These networks are becoming more explicitly linked to our campuses and are given an active role in helping shape our campus culture.
- Through Student & City (Student & Stad)⁹, we connect our campus culture with the context in The Hague, Delft and Zoetermeer. Through this network, The Hague University of Applied Sciences is also committed to expanding the healthcare offer for (international) students, such as the availability of general practitioners and specialist care.
- We are alert to tensions and incidents that can put pressure on an international campus culture. We have a conversation with each other about developments in the world and their effect within The Hague University of Applied Sciences.
- We are developing, together with the sector, an online range of courses on offer for all international students. And we invite students to learn each other's language, for example as an activity of international student associations (language buddies and a language café).
- We continue to explore ways to better mix the accommodation of Dutch and international students.
- We intensify information on student housing, especially towards international students.
- We invest in career services and pre-alumni activities for all students. After graduation, degree programmes stay in touch with their alumni through our (international) alumni network. Wherever possible, we actively involve them in activities on campus and in bonding with the Netherlands.

- The Hague University of Applied Sciences organises an international week every two years to help shape the international campus culture. In this, we collaborate with our external partners in The Hague, Delft and Zoetermeer, as well as with our network of international partners.



⁹ Platform Student & Stad (studeerindenhaag.nl)

The international dimension of our organisation

Some 2,500 colleagues work at The Hague University of Applied Sciences. The way we lead, organise and facilitate our university of applied sciences has an important international dimension. We want our organisation to reflect our regional and international context, celebrating diversity and spearheading inclusion.

This is what we stand for:

- We promote internally and externally the importance of internationalisation of education and research. Our staff members stand by our international profile. This becomes an integral part in our thinking and actions.
- From our HRM policy and leadership vision, we enhance appreciation for the international efforts of staff members, researchers and lecturers.
- We take each other's language skills into account. In our language policy, we make it clear how we deal with bilingualism within our organisation.
- The Hague University of Applied Sciences has policies on international travel, in terms of both sustainability and safety.

Specifically, this means:

- The Hague University of Applied Sciences makes representativeness a spearhead in its recruitment and

selection. In doing so, we want our organisation to properly reflect the diversity around us.

- Personal international development becomes visible in The Hague Dialogue.
- Staff members of The Hague University of Applied Sciences can take advantage of an extensive professionalisation offer, including international and intercultural skills training and language courses. Within The Hague Centre for Teaching & Learning (HCTL) and the *Global Educators Lab*, The Hague University of Applied Sciences has a wide range of international training courses.
- The Hague University of Applied Sciences safeguards internationalisation as much as possible in the line, as decentralised as possible, within the frameworks of the Strategic Plan and this policy.
- The Strategy Team oversees university of applied sciences-wide international ambitions and central actions.
- We continue the internal structure with *Faculty and Programme Coordinators* Internationalisation and internationally oriented knowledge networks, such as the International Programme Manager meeting and the COIL expert network.
- The Hague University of Applied Sciences launches the *International Achievement Award*. Every year, this way we put a student, a lecturer and a researcher in the spotlight who have distinguished themselves internationally.

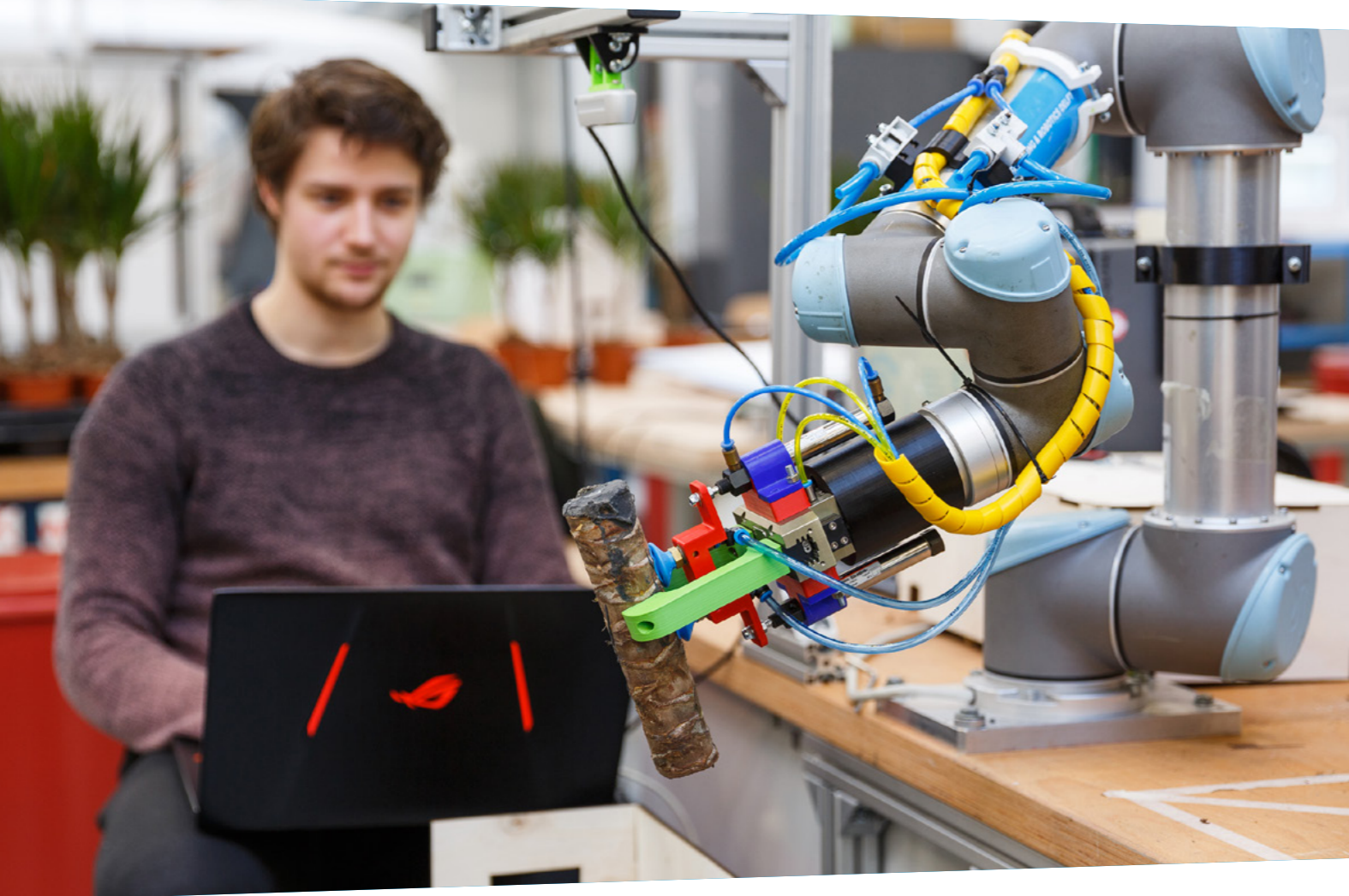
Conclusion

Internationalisation is not an end in itself, but an indispensable component to strengthen high-quality, practice-oriented education and research. We will further raise our international profile in the coming years, strengthen the international campus culture and further embed internationalisation in our

education and research. As an organisation, we keep an eye on the international dimension and the connection between the neighbourhood and the world. Only then can The Hague University of Applied Sciences contribute to a sustainable and just society.



Appendix 1



Towards Europe with impact

Connecting our research to the European research agenda
The Hague University of Applied Sciences is developing into an internationally oriented knowledge institution. We form a collaborative environment where research, education and external stakeholders unite for meaningful impact on society. Our strategic plan for 2023-2028 underlines our commitment to addressing societal challenges through our education and research. Recognising the global nature of these challenges, we stress the importance of cooperation at regional, national and international levels.

Horizon Europe, the European Union's framework programme for research and innovation, devotes a significant part of its funding to applied research, in order to promote international cooperation. This provides ample opportunities for university of applied sciences to contribute to this. With strong regional ties and close partnerships with business, government agencies and communities, university of applied sciences can play a crucial role in promoting the EU's vision of becoming a climate-neutral and technologically autonomous global leader.

¹⁰ *Horizon Europe, pillar II - Global challenges and European industrial competitiveness - Publications Office of the EU (europa.eu)*

¹¹ *These are: 1. Healthcare; 2. Culture, Creativity and Inclusive Society; 3. Civil Security for Society; 4. Digital, Industry and Space; 5. Climate, Energy and Mobility and 6. Bioeconomy, Food, Natural Resources, Agriculture and Environment.*

How can our knowledge agenda be aligned with the European Research Area (ERA)? This roadmap, which outlines our goals for the next two years, is designed to enable The Hague University of Applied Sciences to increase the impact of our applied research within Europe. As a globally connected university of applied sciences, we strive to contribute to knowledge that addresses European societal challenges, in order to enrich our educational offer and prepare future generations for these challenges. Obtaining (research) funding serves as a means to achieve this goal.

Our ambitions 2024-2028

- Our main ambition is to contribute to European Union missions. Specifically, this means: providing applied research expertise and knowledge for Pillar II -World Challenges and European Industrial Competitiveness and¹⁰ its six clusters.¹¹
- We participate in European and international alliances for education and research.
- We strengthen links with external knowledge agendas, such as European research and innovation programmes.
- We are strengthening our international leadership role in COIL.
- We are making smarter use of international funding.

THUAS context

The Hague University of Applied Sciences is increasingly participating in projects funded by the European Union. However, the current share of EU funding is still limited. The main programmes are the Horizon Europe research and innovation programme and Erasmus+, the education, youth and sport programme. Within Horizon Europe, The Hague University of Applied Sciences participates in two awarded projects. The first research funding was also awarded to THUAS through Erasmus+ in 2022.

The pilot project Richting Europa (Towards Europe), which ran at The Hague University of Applied Sciences in 2023, enabled us to take fundamental steps towards a coherent research community, thanks to financial support from the Applied Research Taskforce SIA. The aim of this project:

- to make researchers and coordinators of centres of expertise aware of the opportunities that European networks and/or research programmes can offer for the impact and funding of their research results;
- to strengthen knowledge and skills on the 'how' of European networking: how to build a network? How do you make a long-term commitment?
- Establish a centralised structure to share and embed knowledge, networks and experiences on European research programmes.

The activities we carried out to develop a strategy for these three goals confirm our strategic plan to raise our international and European profile, build international and European networks, participate in international and European alliances and improve our funding base with EC funding. The internal cooperation within the Towards Europe pilot resulted in a series of recommendations, some of which we mention here, and which serve as a basis for activities undertaken at THUAS:

1. Build and facilitate a community of Europe-minded research colleagues, a group aware of the opportunities and possibilities in Europe to solve societal challenges in a larger context.
2. Offer 'getting a grip on Europe' knowledge broadly across the organisation, for lecturers, policy advisers and managers of the centres of expertise, faculties and services.
3. Make sure The Hague University of Applied Sciences is known as a knowledge partner for impact, growth and collaboration. The EU is not a cash machine, but an important reference point for THUAS' reputation.

Feedback from the pilot Towards Europe clearly showed that a more centrally driven Europe focus from the management of the centres of expertise is necessary to move forward step by step, while actually making rapid progress.

Activities and support structures

Now that THUAS research themes have been established and the recommendations from Towards Europe have been adopted, we are focusing on the following activities:

- THUAS invests time and energy in building and maintaining networks of partners. A relevant international project network is a requirement for all European requests for cooperation open to universities of applied sciences.
- We draw up project plans for each research theme. In order to anticipate relevant calls or related partner calls in time, global project planning for the next two to four years is very important. Which projects do we want to set up and why?
- We apply for European funding as a partner, work package leader or consortium leader. The way to start with this is as a partner, by connecting with the previously identified preferred partners and/or networks.

- Each researcher elaborates a two-pager on his or her research. That memorandum is intended for internal use, but also for external partners, to quickly show what The Hague University of Applied Sciences is good at in terms of research.
- We are positioning our research profile. An international profile is a signboard, a marketing tool. To take full advantage of this and bring it adequately to the attention of the right parties and networks, we are developing and implementing a communication strategy.

Internal support

The Funding Support Office

- Enthuses people to participate in EU partnership projects. This includes organising workshops and events, facilitating 'matchmaking' for potential projects and arranging for more experienced staff member to mentor less experienced staff members;
- supports researchers in developing and writing competitive project proposals;
- supports staff member in administrative and financial procedures that ensure THUAS complies with the formal project agreements of the partnership with the EU;
- assesses project implementation and evaluates project impacts.

The Strategy Team

- proactively networks with European umbrella organisations to support our researchers;
- coordinates European and international networks and provides access to them for our researchers;
- supports both inbound and outbound visits around international research activities;
- lobbies internally for innovative ways to support researchers so that their research has impact outside the Netherlands.

External networks

THUAS is directly and indirectly involved in a number of networks that can help researchers strengthen their network in Europe.

- **UASNL** is an alliance of 20 Dutch universities of applied sciences (UAS) working together to strengthen their European research profile.
- Through the Association of Universities of Applied Sciences, we are represented in **UAS4EUROPE**. That organisation aims to strengthen the voice of universities of applied research and innovation in Europe.
- THUAS is represented in **Neth-ER** through the Association of Universities of Applied Sciences. That organisation was set up to inform the Dutch knowledge field about European policy developments in research, innovation and education.
- **The Hague Network** is an international collaborative consortium of seven universities and universities of applied sciences. They explore new ways to promote quality education together and create impact through our projects. The Hague Network was initiated by The Hague University of Applied Sciences.
- The **Start For Future Cooperative** (SFF Cooperative) has quickly become one of Europe's most dynamic and fastest-growing innovation alliances, uniting academics, startups, business and public organisations.
- The Hague University of Applied Sciences is a member of **Holland House Brussels**, the meeting place for Dutch professionals in Brussels.

Appendix 2



Process for identifying and reappointing (potential) strategic partners

In the past, three regions have been identified to form strategic partnerships with: Brazil, China and Europe. Parallel to that process, faculties and centres of expertise have intensified their cooperation with exchange and research partners and broader partnerships have emerged that have great potential for The Hague University of Applied Sciences as a whole (from cooperation to co-creation). Based on these policies, current strategic partnerships are reviewed, and new promising cooperation partners are assessed according to the criteria for becoming a strategic partner of THUAS. Proposals for strategic university partners can be either top-down or bottom-up. In these analyses, we also draw on relevant research on the impact of strategic partnerships on our education, research and support services, as well as any challenges and risks, and their management. We take into account the internal knowledge security policy and the related decision tree.

The Strategy Team initiates an annual review of existing strategic partners from the central contract management. During this review, in close coordination with all faculties and centres of expertise, potential new strategic partners are also considered.

Criteria

The collaboration between The Hague University of Applied Sciences and a strategic cooperation partner must include at least three of these objectives (with the potential to expand that number further):

- Demonstrable synergy with THUAS' profiling goals.
 1. We are looking for partners to
 - share our goals on the quality of education and research;
 - contribute to a sustainable and just world;
 - commit to an inclusive community;
 - seek co-creation with the field, both in education and research.
 2. We are looking for partners based in a metropolitan area with a diverse student population (and a substantial number of first-generation students).
- Willingness to develop joint research proposals leading to jointly funded research projects and joint publications (measured in volume, quality and breadth);
- Commitment to financial cooperation (access to grants and scholarships, EU funding and/or through cocreation with the field);
- Willingness to jointly exploit opportunities for triple-helix relations between The Hague University of Applied Sciences, the strategic partner university and public-private enterprises;

- Willingness to promote faculty, staff and student exchanges between THUAS and a full partner, to intensify virtual collaborations and also to jointly develop interdisciplinary and other (innovative) projects and initiatives.
- Willingness to develop joint education.





De Haagse Hogeschool



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