



EÖTVÖS LORÁND
UNIVERSITY | BUDAPEST

INTERNATIONALISATION STRATEGY 2021-2025



ELTE
EÖTVÖS LORÁND
TUDOMÁNYEGYETEM



INTERNATIONALISATION STRATEGY
EÖTVÖS LORÁND UNIVERSITY
2021–2025

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PREAMBLE

The requirement for university excellence in the 21st century lies in demonstration and utilisation of institutional merits in an international context. Accordingly, the internationalisation activities of Eötvös Loránd University (hereinafter: ELTE), the leading higher education institution in Hungary, serve the main strategic objectives listed below. ELTE wishes to

- 1) rise **among the top institutions in the region** in terms of the internationalisation of education and research;
- 2) enhance its **global visibility** to a great extent, increasing the number and diversity of international students pursuing studies at the institution;
- 3) expand considerably **the number of internationally related services offered to students, teachers, researchers, and support staff members**, as well as **the range of mobility programmes and cooperation opportunities funded by grants**;
- 4) become an active player, a recognised and visible actor in **shaping the future of the European Higher Education Area and the European Research Area**;
- 5) strengthen its **global network of partnerships**, offering richer and richer content to its collaborations.

The tools for achieving the goals listed above and the pillars of ELTE's international activity are the following: internationalised **education**; the internationalisation of **research**; the extensive **international relations** of the University; **mobility**; its role in the **CHARM-EU Alliance**; **regional and social engagement**; offering **services to students and staff members** that satisfy international requirements; the **involvement of staff members** in internationalisation and the **dissemination** of the results of internationalisation; and the **quality assurance** of internationalisation. For a conscious strengthening of these pillars, ELTE has created its Internationalisation Strategy, which is in line with the Institutional Development Plan adopted by the University Senate, the policy strategies of the University in effect or under development, and follows the recommendations of the advisory and assessment procedure of internationalisation established by the Tempus Public Foundation at the University in 2018.

Although the internationalisation activities can be classified under the categories above, ELTE regards **internationalisation as a strategic goal affecting every area**. Accordingly, it strives for ensuring that the human resources and financial background of internationalisation (Internationalisation Fund) are continuously available and expand and that the ELTE faculties work in close cooperation with the supporting units of the Rector's Cabinet and the Chancellor's Office, under the University's Internationalisation Strategy, to achieve the goals of the institution. In line with the fact that ELTE considers internationalisation to be a comprehensive process, the order of the areas of internationalisation below **does not indicate an order of importance** or a hierarchical relationship between the areas in any sense.

The implementation of the Internationalisation Strategy is coordinated by the **Rector's Cabinet International Strategy Office** under the professional supervision of the **vice-rector for international affairs**, and its decision-making body is the **Internationalisation Committee** established by the University to support the implementation of the Strategy. Every faculty and all concerned supporting organisational units are represented in the Committee. The University supports its faculties and organisational units in **developing faculty strategies and action plans** in accordance with the objectives of the present Internationalisation Strategy. The university-level goals laid down in them are applied to the specific faculty needs and situations.

SITUATION ASSESSMENT

Eötvös Loránd University plays a decisive role in Hungarian higher education due to its historical traditions, the number of its students being over 33,000, the diversity of education offered, its efforts to strengthen its status as a scientific and research institution and to enhance the quality of its education programmes continuously, representing the whole spectrum of teacher training, as well as its international relations and research results.

In recent years, ELTE has taken considerable steps to be present in the international education space and to internationalise education. The array of courses offered in foreign languages is constantly expanding. In 2021, more than 100 academic courses were available in foreign languages. With an increase in the number of courses and international students in recent years, the range of services available to them (information sessions, programmes) has been significantly expanded, and the service infrastructure and dormitory facilities have been improved.

ELTE, being the largest scientific base in Hungary where the proportion of teachers with doctoral degrees is the largest among higher education institutions in the country, considers its important mission not only to transfer knowledge but also to make new discoveries. It is imperative that research conducted at the institution would also be significant by international standards.

The international activity undertaken by the University is focused on traditional European relations, but the institution is also actively developing its global partnerships in the framework of bilateral agreements, Erasmus+ and other scholarship programmes, and projects. By 2021, ELTE has increased its engagement in high-standard international university networks, often representing domestic higher education as the only institution from Hungary, and actively participating in joint projects, as well. In 2020, the EUF network opened a subsidiary office at the University.

ELTE takes on a significant role in bringing together Hungarian higher education institutions in the Carpathian Basin by holding courses in the Hungarian language abroad and by organising programmes and events for young people living beyond the borders of Hungary or continuing their studies there, to provide them the opportunity to nourish their bonds with the Hungarian culture. To preserve its leading role in Hungary and the Carpathian Basin, it develops its fields of education and attributes special importance to the teaching and preservation of the Hungarian language and culture.

The CHARM-EU (Challenge-driven, Accessible, Research-based, Mobile European University) European University Alliance was founded by ELTE, the University of Barcelona, the University of Montpellier, Trinity College Dublin, and Utrecht University in 2019. As one of the winning consortiums of the first call of the “European Universities Initiative” launched by the European Commission, CHARM-EU aims to build a complex institutional structure that can form the basis of European higher education in the long term and sustainably. In 2020, the research and innovation project of the Alliance called TORCH (Transforming Open Responsible Research and Innovation through CHARM) was launched within the framework of the Horizon 2020 programme. ELTE is responsible for managing several work packages in the projects of the Alliance.

The internationalisation activities of the University are coordinated by the Rector’s Cabinet International Strategy Office uniting the leaders and staff members of the faculties engaged in international affairs, as well as the relevant support units. In recent years, more and more organisational units have internationalised their activities, which also represents an important basis for achieving the goals set out in the present Internationalisation Strategy.

I. TEACHING

ELTE offers over a hundred courses in foreign languages for international students at all training levels, and its training portfolio is gradually expanding in line with market needs. The students complete full training programmes at their own expense or with funding offered by scholarship programmes. Among the scholarships, mainly provided by the Hungarian state, special mentions should be made of the Stipendium Hungaricum programme as it plays a prominent role in the internationalisation of ELTE.

Due to its wide-ranging training and mobility offer, ELTE has a diverse student community. In 2021, approximately 10% (about 3,100) of its students were international students – including the participants of part-time courses – who arrived from more than a hundred countries. Their number has increased considerably in recent years. In addition to the foreign-language courses offered by ELTE, international students can also attend summer-university courses organised centrally or by the faculties at the University.

Following the main objectives of the European Higher Education Area, the University aims to create an inclusive, high-standard intercultural learning environment for all its students, teachers, researchers, and support staff members, and to appear in the international higher education rankings according to the strength of ELTE.

Due to the 2020-2021 pandemic, higher education and, therefore, the internationalisation process faced a difficult situation. Online options became an integral part of education as well as internationalisation. ELTE is going to develop its internationalisation activities accordingly in the future. In addition to the “traditional” methods, it is also ready to use the tools and technologies offered by digitisation – including “hybrid” foreign-language education – to achieve the goals of internationalisation.

To create an internationally competitive, diverse, and inspiring environment for its students, ELTE formulates the following objectives.

I.1. Maintaining the standards of education and its continuous enhancement

The University aims to provide its students with high-standard education and continuously enhance it under the institution’s Quality Enhancement Programme and Institutional Development Plan. To this end, ELTE shall

- constantly monitor and analyse international trends, the rankings of courses offered by ELTE in the international higher education space, and explore the courses that are in high demand among talented foreign students and include them in ELTE’s training portfolio;
- based on the surveys, expand the range of courses available in foreign languages at every training level, design double and joint degree programmes, as well as English-language, non-traditional training courses: MOOC (Massive Online Open Course), e-learning, hybrid or distance learning;
- assess the possibility of the international accreditation of courses available in foreign languages and initiates the procedure;
- internationalise the BSc and MSc teaching materials and curricula;
- encourage the doctoral schools to make their training programmes, curricula, teaching materials, policies, and regulations available in English to support the studies of international doctoral candidates;
- prepare teachers for teaching in foreign languages and give them all the necessary support for that;
- complement the courses held in the Hungarian language with the mobility window;

- increase the number of foreign (visiting and full-time) lecturers;
- initiate the further development of the Neptun system, and rationalise the education-administrative processes related to internationalisation;
- provide Hungarian and international students with a reasonable number of opportunities to attend joint courses and community events;
- make the quality assurance questionnaires prepared for the university citizens widely available in English for international students and professors, and develop a career tracking system for international students;
- advertise and make widely available the excellence and talent management grants and programmes among international students;
- develop its summer university programmes, with special regard to the centrally organised ELTE Budapest Summer University specifically designed for international students;
- ensure that the quality assurance and risk analysis activities of the institution cover internationalisation.

I.2. Increasing the number of international students and broadening their diversity.

ELTE aims to further increase the proportion of international students attending its part-time courses and full courses held in foreign languages (*for part-time courses see also the Section on Mobility*) and to be the institution opted for by the most talented students. To this end, ELTE shall

- rationalise and continually improve the admission procedure for foreign students and strives for synergies between departments;
- place great emphasis on international recruitment and related international marketing communication tasks as well as their financial support (Internationalisation Fund), and develop them along a conscious strategy, making extensive use of social media;
- constantly seek new opportunities for international recruitment;
- develop MOOC and e-learning programmes in English (*see Section I.1 above*);
- place particular emphasis on the recruitment of disadvantaged students with special need to fostering diversity and inclusion;
- build an international alumni community, create alumni groups abroad, and operate an international student ambassador scheme (*see also Section VII.1 on Services*);
- remain committed to partaking in scholarship programmes offered by the Hungarian State (Stipendium Hungaricum, Diaspora Higher Education Scholarship Programme, Scholarship Programme for Christian Young People, bilateral state scholarships), exploiting the opportunities offered by them both in terms of increasing the number of students and improving education and services;
- place special emphasis on the enhancement of taking part in the Stipendium Hungaricum programme, obtaining the Stipendium Hungaricum license, and implementing the undertaken activities at the highest possible standard;
- continuously develop its instruments and seek new opportunities to increase the number of self-financing students coming to the university and to ensure that the programmes and services offered by ELTE meet the demands of these students to an ever-increasing extent.

II. RESEARCH

ELTE is the largest science base in Hungary with an extensive research portfolio, and more than 20% of all academicians are affiliated with the University.

At the time of the adoption of this strategy, 26 *Lendület* (Momentum) research groups and 30 MTA-ELTE joint research groups are operating at the University. Additionally, ELTE has successfully won international research grants. Seven ERC and eight H2020 research groups are hosted by ELTE. The collaboration of teachers and researchers is funded within the framework of several strategic cooperation agreements concluded for research purposes (e.g. CELSA, CENTRAL).

For the internationalisation of scientific activities and the enhancement of its position in international higher education rankings, ELTE formulates the following objectives.

II.1. Broadening the research portfolio and increasing engagement in international cooperation

In accordance with the general strategic goals, the internationalisation of the fields of research and innovation, the expansion of international collaboration, and raising the number of research projects that are also of high-standard at an international level represent high priorities for the University. To this end, ELTE shall

- increase the number of foreign-language publications in all possible fields, with particular regard to green Open Access publications, and support international-standard publication activity in foreign languages (with language assistance, publication fees, Open Access grants, etc.);
- increase the number of publications in Q1 journals of the relevant fields;
- undertake a leading role in domestic and international Open Science networks and programmes;
- improve its science communication activity in English;
- encourage staff members to join an increasing number of international R&I projects and cooperate with as many universities and other partner organisations abroad as possible;
- take part in cooperation platforms to aid the work of international organisations supporting science and research (among others, EU, UNESCO, UN, OECD);
- partake in the development of the renewed European Research Area (ERA), and help ERA to achieve its goals, with special regard to creating synergies between the programmes, establishing a common research dimension within the European Universities initiative (*see Section V on CHARM-EU*), and realising horizontal goals (e.g. Open Science);
- increase the number of research projects funded by EU(ERC, Horizon, MSCA projects);
- encourage its researchers to get engaged in mobility projects aimed at research cooperation, as well as to attend as many international scientific events, conferences, and webinars as possible, and also to organise such events at ELTE;
- increase the number of foreign postdoctoral researchers (New National Excellence Programme, Stipendium Hungaricum, Hungarian Scientific Research Fund, MSCA) and receive numerous internationally recognised professors who are highly eminent in their respective fields to hold courses, conduct joint research, and exchange experience;
- support the invitation of international researchers and the organisation of international conferences at the University with funding;
- prepare the English version of the user-friendly Knowledge Map (using the Strategic

Database as its source of data);

- strive for joining LERU, the largest European organisation of research universities;
- strengthen the professionalism of grant administration and the team of application writers engaged in international grants;
- offer a supportive environment and display the framework of international scientific performance recognition based on the requirements of university awards;
- provide support in the entire process of scientific research and finding the necessary sources of funding (choosing resources/grants, writing and submitting applications, concluding grant agreements, implementation, reporting processes, maintenance) by employing highly qualified staff members with expertise in scientific organisation, project management, and finances who are capable of carrying out professional activities in English, as well as by taking over the administrative burdens associated with international scientific activity and application for grants to the fullest extent possible;
- exploit its membership in university networks (*see Section III.2 on Network Memberships*);
- increase its activity in applied research associated with the private sector in addition to its engagement in basic research;
- develop its international innovation network;
- strengthen its relationship with the International Alumni Association and other international and national Alumni groups and associations within the university alumni system (*see Section VII.1 on Services*);
- pay particular attention to the development of research infrastructure.

II.2. EURAXESS: outlining researchers' career pathways and the conditions for the internationalisation of education and research

For several years, the University has been a member of EURAXESS, a network supporting researchers' career pathways and career development coordinated by the European Commission. By undertaking the implementation of the principles and practices set out in the charter and code of the network, and by devising and realising an action plan and human resources strategy accordingly, the University may obtain the HR Excellence in Research award being at the forefront in Hungary. The award demonstrates to interested international researchers that the institution complies with the research standards set up by the European Union and supports researchers' career pathways. To this end, ELTE shall

- strive for the earliest possible adoption of the Human Resources Strategy for Researchers (HRS4R) procedure of the network and carrying out the required self-assessment, as well as developing an action plan as part of the procedure, undertaking the implementation of the principles and practices set forth in the charter and code of the network;
- prepare for obtaining the HR Excellence in Research award as an outcome of the procedure.

III. INTERNATIONAL RELATIONS

ELTE has a wide-ranging international network of relations whereby it often represents the higher education of Hungary being the only Hungarian higher education institution in the given country and diffuses the Hungarian language and culture. Its international activity and strategic cooperation are focused on European cooperation based on hundreds of years of historical traditions, but it intentionally develops its relations in Central Asia, the Far East, Africa, North America, and Latin America as well.

The maintenance of ELTE's extensive international teaching and research network is fundamental for its foreign relations and even for its appearance in international diplomacy. This

is complemented by the activity and cultural diplomatic role of the research and methodological centres operating at the faculties (including the activities of departments and research centres engaged in about 70 languages taught and researched at the Faculty of Humanities, as well as the teacher training for national minorities at the Faculty of Primary and Pre-School Education).

ELTE cooperates with over 800 universities worldwide and is a member of eleven international university networks and strategic collaboration agreements, including Erasmus+ and bilateral partnership agreements. The Erasmus+ programme is an important element of the University's international relationships regarding not only its mobility programme but all programme types as well.

Third mission activity is of strategic importance for the University. The Third Mission Strategic Office is responsible for the complex development and coordination of this activity. Furthermore, the University specifies it as an objective that the third mission approach has a significant role in internationalisation and international relations. Accordingly, as part of the Internationalisation Strategy, the University sets the development of the following areas as a task in the field of international relations as well: supporting social, economic, and technological innovation; developing new technologies and their social integration; social, economic, and environmental sustainability; digitisation; counselling and sensitisation related to the fields above; developing strategic links with enterprises; as well as building relations with economic and social actors internationally.

The University establishes the following goals to keep enhancing its visibility and recognition in the future, to successfully represent Hungarian higher education, and to diffuse the Hungarian language and culture at an international level, as well as to be an active member of the European Higher Education Area.

III.1. Rational operation and expansion of international relations and activating partnerships

The efficient administration of a large number of partnerships, as well as the management and refinement of existing and new relationships pose a challenge to the University. To manage its relationship with partner institutions rationally and to activate partnerships, ELTE shall

- devise its partnership strategy, where it shall formulate the building of new relationships, as well as the principles and methods of maintaining and evaluating extant partnerships;
- review and revise existing bilateral relations in the context of its partnership strategy;
- render its partnerships more transparent, accessible, and searchable in an online database;
- review its previous relationships and examine options for engaging less active partnerships for the new Erasmus+ programme cycle (2021–2027);
- strengthen and exploit its strategic collaborations in Central Europe (CENTRAL, CELSA) with a strong emphasis on dissemination inside and outside the institution;
- pay particular attention to retaining and enhancing its traditional, long-standing relations with Western Europe, which form the basis of its increasingly active involvement in the European Higher Education Area;
- pay particular attention to the development and strengthening of its existing relations in the regions of East Asia and Central Asia;
- pay particular attention to the development and strengthening of its existing relations in the region of Latin America;
- pay particular attention to establishing new relations in North America, West Asia, and Africa;

- establish relations with relevant higher education institutions with grants offered by the Hungarian State in partner countries.

III.2. Exploitation of network memberships and active engagement in the European Higher Education Area

Undertaking an active role in the European Higher Education Area and exploiting membership in networks contributes to enhancing the visibility of the university, adopting good practices considered important in the internationalisation of the institution, and developing the competence of teachers, researchers, and support staff members. To this end, ELTE shall

- actively participate in new Erasmus+ cooperation projects;
- actively engage in the work of international university networks, delegate members to their relevant working groups, and strive for having a representative in the management or advisory board of at least one international network by 2025;
- host various events (working group meetings, annual conferences) for the networks, which would contribute to enhancing the visibility of the university;
- partake in numerous scholarship opportunities and exchange programmes offered by the networks (CG 3 Minutes Thesis, Coimbra Scholarship, Danubius Award for Young Scientists, etc.);
- place great emphasis on the dissemination of information and events published by university networks, to reach and involve the University citizens as widely as possible.

IV. MOBILITY

The extensive international relations of ELTE enable all its citizens to take part in various mobility programmes. Mobility is a fundamental means for the internationalisation of the University and an integral part of all three mission activities of the institution (education, research, and third mission).

Traditionally, each faculty of the University receives and sends exchange students. Most of them are engaged in part-time training or professional traineeship within the framework of the Erasmus+ programme. Moreover, the University also partakes in mobility programmes within the framework of CEEPUS, Campus Mundi, inter-institutional bilateral agreements, bilateral state scholarships, programmes offered by international networks, and Visegrád Fund programmes. In the framework of bilateral agreements between institutions, students arrive primarily from Asia (Japan, China, South Korea), while in terms of outbound mobility, North America is also a popular destination among the students in addition to the countries above.

The Erasmus+ programme is a fundamental element in internationalisation activity of the University. The mobility programme contributes to the professional and personal development of students, teachers, and staff members, and their experience gained abroad help to increase the quality and competitiveness of education and services offered by the University.

In addition to the Erasmus+ programme, the Foreign Affairs Grant has for several years enabled teachers and researchers working at the University to visit potential or existing partners to build new contacts or partake in ongoing research, as well as to attend conferences and host guest lecturers at ELTE.

IV.1. Developing the outbound mobility of students, teachers, and staff members

The outbound mobility of students, teachers, and staff members considerably contributes to enhancing the competitiveness of the university, adopting international good practices, and

enhancing the students' opportunities in the labour market, which is why ELTE considers it important to foster the mobility of students, teachers, and researchers. In its Erasmus Policy Statement, the University places great emphasis on prioritising, encouraging, and improving the quality of faculty mobility. To this end, ELTE shall

- place great emphasis on the promotion of mobility opportunities as widely as possible;
- work in nationwide cooperation with relevant domestic organisations on the practice of recognising credits obtained abroad to the fullest extent possible;
- place great emphasis on the introduction and distribution of non-traditional forms of mobility (e.g. blended mobility);
- support environmentally friendly solutions for participating in mobility activities;
- fully digitise the procedure of the Erasmus+ programme by 2025, and digitise the administration of other mobility programmes as well;
- extensively use the Teach with Erasmus+ platform by 2022 to improve the quality of teachers' mobility;
- involve each faculty of the University in blended mobility activities by the end of the new Erasmus+ programme cycle;
- maintain and develop the Foreign Affairs Grant available for teachers and researchers, and also adapt it to the current needs;
- exploit the mobility and scholarship opportunities offered by international networks;
- complement the funding by current grants depending on the available resources;
- retain and develop the Erasmus+ coordinator bonus system.

IV.2. Developing the inbound mobility of students, teachers, and staff members

Inbound mobility contributes to increasing the number and diversity of international students. Additionally, it fosters internationalisation at home, contributes to raising the standard of education, and increases the international appeal, visibility, and recognition of the university. To increase inbound mobility, ELTE shall

- regard the new mobility opportunities created within the framework of the Stipendium Hungaricum programme as a priority strategic development area;
- regularly update the course list and current information available to incoming students;
- maintain and develop the Foreign Affairs Grant available for teachers and researchers, and adapt it to current requirements;
- exploit the mobility and scholarship opportunities offered by international networks;
- promote the exchange of students and teachers within the framework of bilateral partnerships.

V. CHARM EUROPEAN UNIVERSITY ALLIANCE

In 2019, ELTE entered into an alliance with the University of Barcelona, Trinity College Dublin, Utrecht University, and the University of Montpellier, and established the CHARM-EU (Challenge-driven, Accessible, Research-based, Mobile European University) Alliance. The partnership was one of the associations bringing together 54 outstanding higher education institutions in Europe that submitted their applications to the European Universities Initiative launched by the European Commission, and it was also one of the first 17 winning alliances.

CHARM-EU not only aims to create joint courses but also to establish a complex

institutional structure – testing, refining, and consolidating its operational mechanisms – which can form the basis of European higher education in the long term and sustainably. The work carried out within the Alliance represents an unprecedented opportunity for our University to conduct effective, wide-ranging internationalisation and to become an integrated member and pioneering player in the European Higher Education Area. Furthermore, the whole University, as well as its students, teachers, researchers, and support staff members may acquire key knowledge and experience through the cooperation.

The work of CHARM-EU at ELTE shall be coordinated by the Rector's Cabinet CHARM-EU Office, to be established in the summer of 2021, under the professional supervision of the vice-rector for international affairs.

As part of its internationalisation strategy, ELTE formulates the following goals regarding its participation in the CHARM-EU Alliance.

V.1. Establishment and management of the institutional structure, educational portfolio, and research strategy of CHARM-EU

As a member of the CHARM-EU Alliance, ELTE contributes to all the work connected to the establishment of its institutional structure, as well as teaching, research, and strategic planning. It is a priority for the University to involve its organisational units in the cooperation on the widest possible spectrum and to utilise its experience on the greatest possible scale for the benefit of the Alliance. To this end, ELTE shall

- ensure that some of its faculties are constantly engaged in the work of the Alliance, with a primary focus on professional considerations, but with the greatest possible equality;
- pay particular attention to that the human resources and infrastructural conditions necessary for active and proactive contribution to the work of CHARM-EU are continuously available;
- ensure that ELTE's strongest educational areas are represented and that the relevant teachers and experts are involved in shaping the educational portfolio of CHARM-EU;
- pay particular attention that it utilises ELTE's research experience in the TORCH project – the Horizon 2020 research and strategic cooperation of the CHARM-EU Association – and contributes to the work primarily in the key development areas of ELTE;
- pay particular attention to the areas the coordination of which is entrusted to ELTE in the project;
- maintain continuous, proactive communication with the relevant government bodies, offices, and organisations in Hungary to ensure that the legal and other conditions making the operation and development of CHARM-EU possible are fulfilled to the greatest extent.

V.2. Utilising the achievements and experience gained within the CHARM-EU Alliance

The objective of the European Universities Initiative is the long-term transformation of higher education in Europe. Another major benefit is that the member institutions can considerably rationalise their own operations, improve their procedures, and significantly advance the professional development of their staff members exploiting experience gained during joint work, and contribute to the complex internationalisation of higher education in the given country. This acquisition of experience and dissemination is a key principle for our University, which supports our work. For this reason, ELTE shall

- use the experience gained during the establishment of the teaching portfolio to the benefit of the internationalisation of Hungarian higher education in continuous cooperation with the responsible organisations in Hungary;

- keep maintaining dissemination within the institution as widely as possible, relying not only on staff members directly involved in the projects, but also on the wider university community, teachers, researchers, support staff members, and students;
- pay particular attention that the results of research, development, and innovation achieved in the international TORCH project are also clearly utilised at ELTE in various areas and fields of science;
- ensure that each faculty is engaged in the work processes of the CHARM-EU Alliance in their respective areas of science (in terms of both content and methodology);
- ensure that staff members contributing to the work of CHARM-EU do not only complete certain subtasks entrusted to them but are specifically involved in work phases and processes that make a meaningful contribution to their professional development.

VI. ENGAGEMENT IN THE REGION AND NATIONAL COLLABORATIONS

Active engagement in the Carpathian Basin and strengthening the leading role of the University in the region are fundamentally important for ELTE. The Forum for Cross-Border Hungarian Institutions organised with the participation of the leaders of Hungarian institutions in the Carpathian Basin has become a regular symposium with great tradition, which has also earned the particular interest and financial support of the Hungarian government. Another recurrent event organised by ELTE for the Hungarian diaspora is the Hungarian Summer University in the Carpathian Basin, which allows students to further educate themselves. The Centre for Teacher Training Institutions in the Carpathian Basin, bringing together institutions training pre-school and primary school teachers in the Hungarian language, is operated by the ELTE Faculty of Primary and Pre-School Education.

To preserve its leading role in Hungary and the Carpathian Basin, ELTE focuses on developing its training areas and attaches outstanding importance to the teaching and preservation of the Hungarian language and culture. An important element of this work is the Hungarian language course held by the Department of Hungarian as a Foreign Language and coordinated by International Strategy Office. Further relevant programmes are the Hungarian Language and Culture Summer University hosted by the Faculty of Humanities and the course Hungarian as a foreign language held by the Faculty of Primary and Pre-School Education.

It is imperative for ELTE to assume an active and constructive role in the internationalisation of Hungarian higher education and foster the internationalisation of Hungarian higher education by sharing good practices and maintaining well-established relations. To strengthen and enhance the regional and social involvement of the University, ELTE formulates the following objectives.

VI.1. Enhancing ELTE's activities in Hungarian higher education in the Carpathian Basin

Cooperation with Hungarian higher education institutions in the Carpathian Basin, supporting the institutions and their students, and communicating their needs and proposals to the government of Hungary are of key importance to ELTE. To enhance its activities undertaken in the region, ELTE shall

- continue to organise the Hungarian Summer University in the Carpathian Basin and the Forum for Cross-Border Hungarian Institutions, acting as a mediator between the government and the institutions;
- develop its relations with Hungarian higher education institutions beyond the borders of Hungary, its joint training courses and collaborations; take part in the work of the Conference

for Students' Scholarly Circles without Borders (*Tudományos Diákkörök Határok Nélkül*, HTDK), and host joint academic and cultural competitions and conferences;

- contribute to the development of programmes offered to young people with Hungarian roots (e.g. the Hungarian Diaspora Scholarship Programme) and cooperate with the relevant government bodies.

VI.2. National collaborations for promoting the internationalisation of Hungarian higher education

With its domestic and international relations and activities, and by sharing information on good practices, ELTE wishes to actively contribute to the advancement of the internationalisation of Hungarian higher education. To this end, ELTE shall

- have regular consultations with the relevant government bodies, offices, and organisations regarding legal amendments, accreditation processes, and procedures concerning the internationalisation of higher education;
- closely cooperate and maintain a good relationship with the Ministry of Innovation and Technology and, concerning strategy development, particularly with the Department for Higher Education Strategy and Institutional Development;
- maintain a close relationship and cooperate with the Ministry of Foreign Affairs and Trade in the inter-related areas of internationalism and higher education;
- cooperate and regularly consult with the Hungarian Accreditation Committee;
- actively participate in meetings, conferences, and other events organised by the Tempus Public Foundation and the Hungarian Rectors' Conference;
- contribute to the activity of workgroups convened by the aforementioned organisations.

VII. SERVICES FOR STUDENTS AND STAFF MEMBERS

A key element of the internationalisation of the University is expanding the range and raising the standard of services offered to students and staff members, which also underlie the plans aimed at increasing the number of international students as formulated in the section on education.

With the growing number of incoming students in recent years, the range of services available to them has significantly expanded and increased, including information available in foreign languages and the array of programmes organised for international students (e.g. Orientation Week, sports programmes). Making student services available to incoming international students on an equal basis with Hungarian students forms part of the institution's internationalisation scheme. All current and planned development of equipment and infrastructure is meant to offer the students such services that can be expected of a modern university and ELTE acknowledges that with the arrival of international students, new student needs also arise.

So that the University would be a supportive, inspiring, and inclusive institution for all its citizens, ELTE formulates the following goals.

VII.1. Maintaining the standard of student services and their constant development

It is important to raise the standard of student services and to continuously broaden their scope in line with the principles of equal access, as this will contribute to maintaining the competitiveness of the University and render the institution a more appealing alternative for both international and Hungarian students. The University strives for making international students fully integrated members of the institution rather than being viewed as a separate group by the university citizens. To this end, ELTE shall

- make services that are available to Hungarian students equally available to foreign students;
- continuously develop the financial and human resources to provide the necessary background for this activity, and require advanced language skills and the knowledge of various languages (several languages for each person) when selecting staff members for the student customer services and student support units (including employees with a student contract);
- prepare staff members providing services or working in administrative areas for administration in English and offer them all the necessary support for this;
- pay particular attention to students with special needs and put an emphasis on the enforcement of the principles of inclusion in internationalisation processes under the supervision of the competent organisational units;
- carry out needs assessment and satisfaction surveys of the services among students on a regular basis;
- ensure that the internationalisation aspects (e.g. accessibility of libraries, software in English and other foreign languages, and public spaces) are taken into account during the infrastructural developments of the institution;
- prepare and translate new and existing documents and platforms for university citizens in English as well as other languages;
- develop the intercultural and language skills of Hungarian and international students;
- provide accessible and digitised support in several foreign languages, but primarily in English, including administrative and institutional services;
- develop and increasingly harmonise the content of the central and faculty websites in English, as well as manage and expand the international version of alumni pages;
- improve the dining options in the ELTE facilities, taking into consideration the needs of international students when planning the menu;
- maintain and develop cooperation with the National Directorate-General for Aliens Policing, and assist with organising university relocations as needed (e.g. by providing a venue);
- assist international students with official administrative issues in Hungary, using healthcare services, administration related to health insurance – both Hungarian Public Health Insurance (TÁJ) and private health insurance –, and the management of everyday processes related to their life in Hungary;
- organise an orientation week for incoming international students at the beginning of each semester and prepare an orientation guide for them;
- offer a mentoring system for international students;
- organise community programmes for international students that are also open to Hungarian students;
- continue to offer international students opportunities for doing sports;
- continue to provide life coaching services for international students, and develop them in terms of volume and content;
- encourage the establishment of student support units and centres at the faculties to assist international (and Hungarian) students;
- improve the dormitory and housing services by updating the integrated accommodation protocol (increasing accessibility, carrying out developments, strengthening communication, aiding integration, supporting environmental awareness and sustainable development);
- develop the career support offered to international students (special workshops to help foreign students integrate and successfully enter the labour market in Hungary, career and CV counselling in English, a special session for international students on Career Day, career

management course in English with credit);

- inform international students about the alumni services, and before their departure, during the farewell event, involve them in the International Alumni Chapter established within the university alumni system as well as other international alumni groups and chapters;
- develop its international alumni services by connecting former and current students (cultural and scientific events, employment and recruitment initiatives), as well as by organising and promoting lectures and programmes with the participation of distinguished ELTE scientists;
- endorse the representation of international students in the Students' Union.

VII.1. Maintaining the standard of staff services and their constant development

Staff services represent an important area to be developed in the field of services. As the number of international teachers and researchers is expected to constantly increase, the establishment of the services offered to them affects various areas. In these, the University shall

- maintain and develop the financial and human resources that provide the background for supporting staff services (*concerning EURAXESS, see Section II.2 above*);
- continuously improve the accessibility and publicity of information and staff services regarding both inbound and outbound staff mobility;
- improve the procedure for receiving incoming teachers and researchers, and their post-arrival assistance (administrative processes, insurance support, integration, information in English, intercultural preparation, and learning Hungarian as a foreign language);
- carry out regular needs assessment and satisfaction surveys among incoming teachers and researchers, consciously using the findings for the purpose of development;
- upgrade the intercultural and language skills of support staff members;
- provide life coaching services if needed;
- make relevant employee and family-friendly services available in foreign languages;
- enhance the internationalisation-related services (intercultural training sessions, language courses, information) offered to teachers, researchers, and staff members assisting teachers and researchers who travel abroad or stay in the country.

VIII. INTEGRATION OF STAFF MEMBERS AND DISSEMINATION

ELTE has a large teaching, research, and support staff both in its central support units and at the faculties, and it is pivotal that the aforementioned citizens of the University become part of the internationalisation of the institution. The structure of the University does not necessarily enable smooth internal communication. Therefore, it must be facilitated through conscious planning, upgrading language and intercultural skills, and defining the areas to be developed so that staff members also benefit from the internationalisation processes.

In addition, it is of particular importance for the University to continuously and widely publish the goals and results of its activities both in the country and abroad, and to increase the international recognition of ELTE through its achievements.

With the aim of thoroughly internationalising the institution, involving staff members as widely as possible in the process, and increasing the domestic dissemination of international activities and internationalisation, ELTE formulates the following goals.

VIII.1. Ensuring the orientation of teachers, researchers, and staff members supporting teaching and research in the internationalised environment

The University considers it important that its employees are involved as widely as possible in the process of internationalisation and that its citizens continuously and increasingly benefit from the results of the process. To this end, ELTE shall

- upgrade the language and intercultural skills of staff members by organising training courses;
- enhance the internal flow of information and develop communication channels;
- encourage staff members to participate in mobility programmes, requesting the support of faculty and office leaders for this and seeking solutions for substitution and relief of workload that enable staff members to participate in outbound mobility;
- inform staff members regularly and comprehensively about its international activities, and develop a webpage under the heading “International” on the intranet designed for staff members in the Hungarian language;
- compile a searchable and accessible online database of its partnerships;
- organise staff weeks, workshops for the international university network, and other events;
- disseminate the results of participation in various international collaborations in the framework of knowledge-sharing workshops and seminars organised at the University.

VIII.2. Communicating ELTE’s international and internationalisation activities in Hungary and abroad

The University pays special attention to the national and international dissemination of its achievements in the field of international cooperation and the internationalisation of the University. To this end, ELTE shall

- continuously develop its English website and the international unit of the alumni system;
- communicate its achievements to the domestic and international public in the framework of both domestic (coordinator events organized by the Tempus Public Foundation, etc.) and international events and conferences (EAIE, NAFSA, APAIE, network workshops, meetings, and other programmes);
- regularly prepare information materials and reports in foreign languages for its partners, partner organisations, and alumni;
- send information materials about ELTE to its partners through its teaching and research staff and recipients of Alumni Scholarship travelling abroad;
- organise and host international events (scientific conferences, staff weeks, network events);
- publish content about its activity in international magazines with a focus on higher education.

STRATEGY IMPLEMENTATION

To foster the implementation of the Internationalisation Strategy and ensure continuous horizontal knowledge sharing, ELTE establishes the Internationalisation Committee under the leadership of the vice-rector for international affairs in line with regulations regarding the Internationalisation Committee. All faculties and institutes of ELTE, the Rector’s Cabinet, the Chancellor’s Office, the joint support units of the Rector’s Cabinet and Chancellor’s Office, as well as further institutions and units belonging to ELTE shall be represented in this committee.

The Internationalisation Committee shall adopt a detailed action plan annually under the Internationalisation Strategy. The International Strategy Office of the Rector’s Cabinet is responsible for drafting the action plan under the professional supervision of the vice-rector for

international affairs. During the preparation of the action plan, the human resources management and financing units of the Chancellor's Office shall be consulted in detail about the availability of the resources required for the implementation of the plans in the given year.

The Internationalisation Committee shall oversee the implementation of the activities defined in the action plan and the fulfilment of the goals according to pre-defined indicators, relying on the expertise of the Quality Assurance Office, and make a report about the results for the ELTE Senate.