

Global Outreach Strategy

2025-2032

@ArqusAlliance



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Foreword



Message from Patrick McCole, Chair of the Societal Engagement Board

The Arqus Alliance stands ready to reshape the global landscape of higher education, embodying the Irish principle of *Ní neart go cur le chéile*—there is no strength without unity. This Global Outreach Strategy (2025–2032), developed under the Maynooth University leadership of the Arqus Societal Engagement Board, is a bold leap forward, with *value creation and exchange* as its central pillar, positioning the Arqus Alliance as a beacon of the European Parliament's *A New Vision for the European Universities Alliances*. Drawing on Ireland's storied tradition of scholarship and global connectivity, this strategy underscores the growing imperative for universities to be globally engaged and aware, fostering a

connected, inclusive, and innovative academic community. Maynooth University, nestled in the tranquil Contae Chill Dara (County Kildare), proudly brings to this collective endeavour Ireland's spirit of *fáilte* (welcome) and *meitheal* (community collaboration), drawing on our campus's interdisciplinary excellence and passion for global impact.

As leading European universities in internationalisation both within and beyond the Erasmus+ programme, since its founding in 2018, the Arqus Alliance has embraced a global mission, a commitment now amplified through this strategy, which is purposefully designed to *support and enhance the existing efforts* of Alliance members while offering a *flexible framework* that respects their autonomy. Shaped by our nine universities' huge collective expertise in international partnerships and our joint role as a hub of learning, the strategy revolves around five key themes—**Global Mobility, Social Engagement, Teaching and Learning, Research, and Global Opportunities**—underpinned by four enablers: **People and Culture, Technology and Infrastructure, Sustainability, and Equality, Diversity, and Inclusion (EDI)**. At its core, it seeks to create and share value—academic, economic, and societal—through partnerships that amplify each member's strengths without compelling any university to engage in every aspect of its delivery. This flexibility ensures that Granada, Graz, Leipzig, Lyon 1, Maynooth, Minho, Padua, Vilnius, Wrocław, and associate members like Durham University and the National University of Kyiv Mohyla Academy can participate in ways that align with each of their priorities, fostering a collaborative yet non-prescriptive approach.

In an era where global engagement and awareness are increasingly vital, this strategy equips the Arqus Alliance collectively to navigate a complex, interconnected world. Our universities have long been crossroads of ideas, blending ancient wisdom with modern innovation. Our campuses as vibrant hubs of collaboration welcome scholars and students from across the globe, enriched by our commitment to social justice and global citizenship. This ethos drives this new strategy, as we forge partnerships in Africa, Asia, Latin America, and beyond, prioritising mutual benefit and intercultural understanding.

The strategy's themes are designed to deliver *tangible value* while supporting members' ongoing initiatives. **Global Mobility** enhances exchange programmes, Collaborative Online International Learning (COIL), and short-term opportunities, using technology to ensure inclusivity, aligning with members'



internationalisation efforts and the Arqus Alliance's aim to attract global talent. **Social Engagement** fosters intercultural dialogue and social justice through collaborative projects, building on members' community-focused programmes while addressing global societal needs. **Teaching and Learning** globalises student-centred education through joint programmes and innovation forums, complementing members' pedagogical strengths and elevating the Arqus Alliance's educational reputation. **Research** drives interdisciplinary solutions to global challenges, leveraging members' research ecosystems to secure international funding and partnerships. **Global Opportunities** offers seminars, workshops, and internships to enhance intercultural competence, integrating with members' career development initiatives to prepare students for a globalised workforce.

These efforts are enabled by diverse people and cultures, advanced technology, sustainable practices, and a steadfast EDI focus, ensuring the Arqus Alliance's global influence is both impactful and inclusive. The strategy's flexible design allows members to opt into initiatives that align with their capacities, fostering a sense of shared purpose without obligation. The *value generated* is multifaceted: it elevates individual Alliance members' global profile, attracting top talent and strengthening research through collaboration; it creates a network of shared resources—digital platforms, cultural insights, and expertise—enriching each member while enhancing our collective standing. The growing importance of global engagement ensures the Arqus Alliance remains agile, addressing challenges like climate change and social inequity through open science and inclusive education.

The strategy also delivers economic and academic benefits. Sustainable mobility networks and research partnerships unlock funding from Horizon Europe and global foundations, bolstering financial stability. Students gain intercultural skills and employability, faculty and staff benefit from professional development, and communities worldwide profit from social engagement projects addressing local needs. By fostering global awareness, the Arqus Alliance creates a dynamic ecosystem where knowledge flows equitably, reinforcing our capacity to innovate and lead. The inclusion of new partners, such as through virtual exchanges, further enhances this value-driven network.

As we launch this strategy, the Arqus Alliance is poised to set a global standard for university collaboration, and Maynooth is proud to be at its helm, drawing on Ireland's *croí* (heart) and *intleacht* (intellect). This strategy not only complements all Arqus members' missions but also strengthens the Alliance's ability to tackle global issues while respecting members' autonomy. We invite our global community to join us, embodying the principle of *ar scáth a chéile* (we live in each other's shelter). The Arqus Alliance offers a platform where diverse voices thrive, innovation flourishes, and the value of collaboration extends worldwide. This is more than a plan—it is a promise to our students, staff, partners, and the world. *Go n-éirí linn*—may we succeed together.

Patrick McCole, Chair of the Societal Engagement Board



Message from Dorothy Kelly, Arqus Coordinator

As is only natural for a group of highly internationalized universities such as ours, the global dimension has been present in Arqus since the very beginning of our joint initiative in 2018. Our current Mission Statement 2022-32 defines our Alliance as “a long-term initiative, beyond the constraints of individual funding streams and narrow project-based approaches” with their concomitant limits on geographical reach, and establishes “a programmatic approach for the next ten years, including all aspects of Alliance activity (education, research, innovation, culture, societal engagement, global outreach)”.

These commitments come together in one of our key identifying features, Arqus global engagement. The major challenges facing Europe today are for the most part shared with the rest of the world and require global approaches to find global solutions for our interconnected and interdependent world. Thus, Arqus agreed in its long-term Mission Statement to set up joint global initiatives in education and research, building on the complementarity of members’ strong strategic partners worldwide. Similarly, we have committed to “acting as a committed multi-level societal and global player”, and to “enhanc[ing] intercultural competence, global understanding and respect for diversity throughout our communities”.

The Alliance has already built instruments such as the Talent Fund and global mobility initiatives to build on that complementarity to promote Europe and Arqus as an attractive space for talent from around the world to study, research or work.

Similarly, in 2022 Arqus reached out to invite our Ukrainian associate member National University of Kyiv Mohyla Academy to join us, manifesting our solidarity for the future reconstruction of the Ukrainian higher education and research system. More recently Arqus has incorporated Durham University as a new associate university member, extending our geographical reach further beyond the current borders of the European Union and bringing additional cultural diversity and academic excellence.

This Global Strategy presented in this document is a further materialisation of our commitment, and a huge step forward in substantiating the Alliance’s goals in this area. It is intended to facilitate links with global partners in a wide variety of activities and in a wide variety of ways, based on the concept of a diversity of partnerships for mutual added value. It should be seen as a living document, which will evolve in time with the Alliance.

Thanks are due to all the many members of the Arqus community who have contributed to the development of the concept and the text, but please allow me to mention Ewa Adamkiewicz, former Institutional Coordinator at Leipzig University, who designed and implemented an initial survey under the supervision of Matthias Middell, Vice-Rector for Campus Development at the same university; Patrick McCole, Vice President International at Maynooth University, and Ben Finnegan, Institutional Coordinator also at Maynooth University, these latter both central to drafting and driving the proposal you have before you today. It remains now to all of us to ensure that our initiatives with our global partners, big or small, neighbouring or distant, ad hoc or long-term, respond to the major goals of our Alliance and help us to grow collectively.

Dorothy Kelly, Arqus Coordinator

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01. Preamble

The Arqus European University Alliance, encompassing the Universities of Granada, Graz, Leipzig, Lyon 1, Maynooth, Minho, Padua, Vilnius and Wrocław, stands at the forefront of European higher education collaboration. As we embark on the next phase of our evolution, the Global Outreach Strategy seeks to extend the collective impact of our Alliance beyond Europe, expanding our influence to a truly global stage.

This strategy complements, rather than replaces, the individual global outreach strategies of our member universities. It builds on the diverse and rich experiences, networks and achievements each institution brings to the table, aiming to deepen collaboration and enhance partnerships without limiting, constraining, or altering the unique priorities of any member. By integrating these individual strengths, this strategy introduces an additional layer of cooperation, facilitating greater synergies across borders and disciplines.

The Global Outreach Strategy will act as a catalyst, not a constraint, empowering each member to further leverage their existing global networks while fostering new connections aligned with the Alliance's mission. It is rooted in the principles of the United Nations 2030 Agenda for Sustainable Development, emphasising shared global challenges and the role of education in driving sustainable solutions. By linking our efforts to these global goals, the strategy reinforces the commitment of the Arqus Alliance to social, economic, inclusive and environmental progress.

In supporting and elevating the work of the Arqus Working Groups and the Alliance as a whole, this strategy envisions the Arqus network operating on a global scale, transcending geographical considerations to focus on partnerships that align with our core values. Geography will play a secondary role in determining the outreach strategy, as we seek partners who share our thematic priorities and values rather than simply based on location.

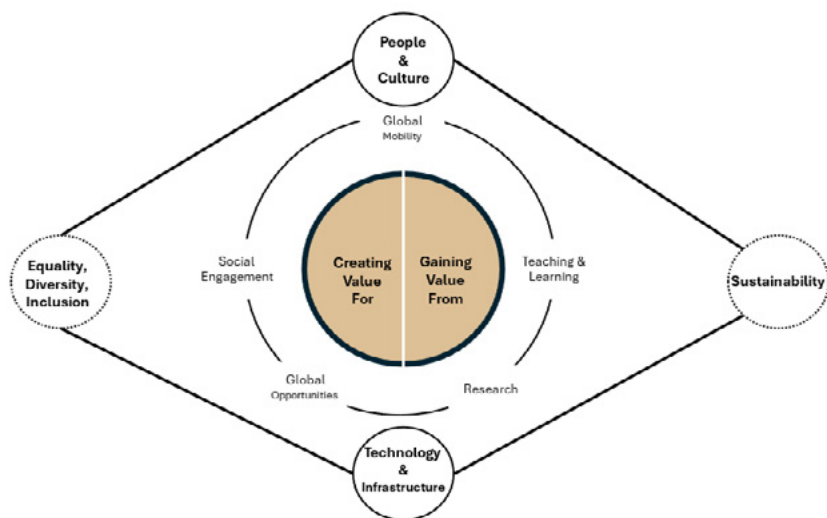
Two core strategic elements guide this approach: ensuring that our global outreach adds tangible value to both Arqus and its partners, and fostering meaningful collaborations that contribute to the specific themes and objectives identified over the course of the strategy's implementation. Through carefully selected partnerships, we will strengthen the global presence of Arqus and elevate our impact on pressing global issues.

This strategy will ensure that Arqus is not only a key player in European higher education but also a dynamic contributor to global academic, social and research ecosystems, aligning our work with the broader global agenda and the aspirations of our member universities.



02. Strategic framework design

In creating a strategic framework for the Arqus Alliance's Global Outreach Strategy, the primary focus is on the concept of value—both creating value for our diverse stakeholders and deriving value from our collaborative efforts. This value-centric approach ensures that our global initiatives are mutually beneficial, encouraging growth, innovation and excellence within the Alliance. The chosen framework offers the necessary flexibility for all Alliance members to actively participate in global dimension efforts, accommodating their unique strengths and contexts.



Creating value for:

Centring the framework for the Global Outreach Strategy around creating value ensures that the Arqus Alliance contributes meaningfully to different parts of the world by addressing local needs, fostering educational and research collaborations, and promoting equality, diversity and inclusivity (EDI) as well as sustainable development. This approach will not only enhance the Alliance's global impact but will also strengthen global partnerships, driving positive change and mutual growth in diverse communities.

Gaining value from:

Equally important is centring the Global Outreach Strategy's framework around gaining value for the Alliance, as this allows all members to benefit from diverse perspectives, innovative practices and unique

resources from our new global partners. This reciprocal exchange enriches our educational and research capabilities, bolsters our global standing and ensures that the Alliance has the capabilities to continuously evolve and adapt in a rapidly changing global landscape.

Themes:

The framework is structured around five key themes to realise the delivery of value for the Alliance:



Each theme is purposely aligned with the Mission and Vision of the Arqus Alliance, and each has been assigned a number of high-level global outreach goals for the Alliance to strive toward in its global activities. While the specific goals of each theme may differ, the process for monitoring progress will be consistent across all themes.

We will monitor and track our progress by:

- Establishing relevant key performance indicators (KPIs).
- Regularly reporting and reviewing progress.
- Gathering and analysing stakeholder feedback.
- Benchmarking against EUA and global standards.

Enablers:

These five themes are supported by four essential enablers which can be divided into two categories:

Resource-type enablers:



Approach-type enablers:



This strategy's holistic and adaptable strategic framework not only has the capabilities of positioning the Arqus Alliance as a leading player in the European University Initiative for global outreach but also adheres steadfastly to our core principles of inclusivity, excellence and collaborative innovation as outlined in the Arqus Alliance Vision and Mission.

03. Themes

Theme 1: Global mobility

As per the Arqus Mission Statement 2022-2032 a key aim of the Alliance is to utilise global mobility to promote Europe and Arqus as an attractive space for talent from around the world to study, research or work.

Global mobility is regarded a key strategic priority of all Alliance members and will play a central role in our efforts to expand the scope of our global outreach efforts to Non-EU member states.

Through close cooperation with Arqus stakeholders we aim to strategically identify key partners to engage in global mobility activities with Alliance members. We plan to diversify our mobility efforts among both staff and students through a variety of initiatives such as exchange, COIL, BIPs and short-term programmes. These new partners will be selected on the basis that they align with the two core pillars of this strategy's framework in creating value for and gaining value from the Arqus Alliance.

Our Goal:

To create new active and diverse mobility partnerships between the Alliance and strategically selected partners across all regions of the world.

We will achieve this by:

1. Identifying strategic partners & establishing clear objectives.
2. Strengthening institutional relationships.
3. Promoting inclusivity and diversity.
4. Leveraging technology.

By systematically identifying mobility partners, establishing clear objectives, and providing robust support, the Arqus Alliance can successfully build a global network of active mobility partnerships that contribute to our strategic goals.

Theme 2: Social engagement

As a collective, the Arqus Alliance is committed to contributing to the social and cultural well-being of their local and global communities.

A core aspect of this commitment involves advancing participation, cooperation and dialogue between the nine Arqus universities and society in an effort to address social challenges as well as promoting inclusivity and sustainability.

Our Goal:

To advance global social justice, sustainability and inclusivity by harnessing the collective expertise and resources of the Arqus Alliance to address global challenges, encourage intercultural dialogue and promote social responsibility across diverse communities.

We will achieve this by:

1. Promoting global social justice and driving sustainable research development.
2. Fostering cross cultural dialogue and insight.
3. Collaborating on global challenges.
4. Encouraging active citizenship and social responsibility.

This strategy aims to enable the Arqus Alliance to widen the impact of our social engagement efforts across the globe to advance and enrich a sense of shared belonging among a wide range of communities and cultures.



Theme 3: Teaching and learning

The Arqus Alliance prides itself on its dedication and commitment to striving for excellence in the area of innovative teaching and learning. This strategy will enable members to adopt a student-centred approach to globalising Arqus teaching and learning, with a focus on personalised and inclusive education.

Arqus aims to further enhance its deep commitment to excellence by incorporating a global dimension approach to teaching and learning as a key area of focus for the Alliance.

Our Goal:

To develop a globally connected academic community enabling Arqus academic staff and students the best opportunities to pursue innovation and excellence in teaching and learning.

We will achieve this by:

1. Enhancing our digital engagement with global partners.
2. Expanding our joint programme efforts to include partners from non-EU countries.
3. Providing professional development opportunities with new global partners for all Arqus staff.
4. Establishing a global Arqus forum for staff and students on innovation in teaching and learning.

The Arqus Alliance hopes to establish itself as a leader in global education, making significant contributions to advancing international teaching and learning collaborations across the Alliance. By promoting intercultural exchange, digital learning opportunities and global academic partnerships, this strategy will allow both Arqus staff and students to gain valuable international experiences and skills, enhancing their employability and academic development in a globally connected world.

Theme 4: Research

The core mission of the Arqus Alliance is to transform European higher education, research and innovation through deep cooperation and progressive integration, in pursuit of an equitable and sustainable future. With research at the centre of the major goals set by the Alliance in the 2022-2032 Mission Statement, it is prudent to ensure it plays a key role in the realisation of the Alliance's global dimension efforts.

A key identifying feature of Arqus is its commitment to attaining excellence in all of its activities including in cutting-edge research based on the principles of Open Science, and aimed at contributing to resolve the huge societal challenges faced by Europe and the wider world.

This strategy will enable the Alliance to better utilise research as a vehicle to increase our members' contribution to solving global societal challenges while also enhancing our opportunities to attempt to break down the barriers which currently persist between education and research within higher education not just in Europe but across the world.

Our goal:

To create an environment across the Alliance that enables our universities to collaborate together to advance global interdisciplinary research which focuses on addressing world-wide issues and contributes to the advancement of a more sustainable and inclusive world.

We will achieve this by:

1. Expanding the global research impact of Arqus across multiple regions.
2. Advancing the Alliance's interdisciplinary and global research.
3. Promoting inclusive & sustainable research initiatives globally.
4. Engaging in global knowledge transfer and new research collaborations with non-European institutions.

Building on from successful globally focused initiatives such as the Arqus Talent Scholarship Fund, the Arqus Alliance will engage in multiple collaborative global research initiatives, focusing on our common goal of making Europe and Arqus appealing destinations for international talent to contribute their research.

Theme 5: Global opportunities

Innovative global opportunities will play a key role in the delivery of the Arqus Alliance Global Outreach Strategy, reflecting the Alliance's commitment to promoting a more inclusive and responsible approach to global engagement.

Through initiatives such as seminars, workshops and internships with global partners, the Alliance aims to offer academics, professional staff and students the chance to deepen their participation in global activities. This approach will provide stakeholders with a unique opportunity to broaden their intercultural competencies and global perspectives, while also delivering significant value to the global partners and communities the Alliance seeks to collaborate with.

Our goal:

To create a suite of accessible and inclusive global opportunities for our students, academics, and professional staff to engage in impactful global experiences that promote the development of intercultural skills and the initiation of global collaboration beyond the constraints of the formal curriculum.

We will achieve this by:

1. Creating a culture across the Alliance that facilitates and encourages engagement in innovative global opportunities.
2. Developing an internship programme across the Alliance that engages students from around the world.
3. Creating a task force to identify and implement a range of innovative global opportunities for Arqus members.
4. Collaborating with global non-university partners to identify initiatives where the Alliance can make meaningful contributions.

This aspect of the Global Outreach Strategy provides the Alliance with a key opportunity to showcase its capacity to participate in global initiatives that not only creates value for external partners but also offers significant value to Arqus participants through unique experiences and meaningful global engagement.

04. Enablers

RESOURCE-TYPE ENABLERS

Enabler 1: People and culture

The diverse cultures and people within the Arqus Alliance are recognised as a key identifying feature of Arqus according to the Arqus Mission Statement. The Alliance centres its primary interest on people, as the essential component, resource and beneficiary of the knowledge society, the *raison d'être* of education in general, and higher education in particular.

As an Alliance made up of different EU universities and ethnicities, we are reliant on the skills, knowledge, energy, culture and experience of our people to drive forward the Alliance's mission and vision. These global outreach efforts will be no exception. Their success will hinge on securing the support and commitment of all members across the Arqus partner institutions and our ability to bring together the differences and strengths of our various cultures to deliver success. We will also be relying on the energy, drive and expertise of colleagues from new partners we wish to engage with by harnessing their own unique skills and cultures to augment the success of our global initiatives.

People and culture are considered as resource-type enablers for supporting the delivery of this strategy, as they are essential in equipping the Alliance to successfully implement the plan and achieve the desired outcomes.

The key strategic objectives for leveraging people and culture as core resource-type enablers that can effectively support the goals and objectives of our Global Outreach Strategy are:

1. Cultivating intercultural global competence and leadership among staff by developing the skills of Alliance members to effectively engage in global collaborations and drive the Alliance's global initiatives.
2. Creating deeper collaboration between staff across member universities to better share their culture, expertise, best practices, and resources, enhancing the collective impact of the Alliance's efforts to expand the scope of its global outreach. We will leverage the diverse current networks of Alliance members to establish and strengthen global partnerships, enhancing the Alliance's global reach and influence.
3. Empowering the people of the Arqus Alliance to implement sustainable practices and initiatives globally, aligning with the Alliance's commitment to long-term positive impact.
4. Promoting inclusive and cross-cultural engagement and ensuring active participation from a diverse range of members across the Alliance, promoting inclusivity and cross-cultural understanding in all global outreach efforts.

Arqus Alliance stakeholders will play a crucial role in enabling the delivery of the new Global Outreach Strategy by leveraging their collective expertise, cultural insights and networks. Their active participation will nurture collaboration across borders, ensuring the exchange of best practices and innovative ideas. By engaging with global partners and communities, they will help expand the Alliance's influence and impact, be the driving force of this new Global Outreach Strategy and strengthen the Alliance's international presence overall.



Enabler 2: Technology and infrastructure

The successful implementation of this strategy will be highly reliant on the appropriate levels and use of suitable technology and infrastructure to enable the Alliance and its stakeholders to effectively and efficiently engage on a continuous basis.

Since the Covid-19 pandemic, Arqus has intensified its commitment to the digitalisation of joint teaching and learning, of joint research, of internal and external communication, and the enhancement of digital skills in general. This continued advancement in the use of appropriate digital technology along with the implementation of the other relevant infrastructure required to expand the scope of the Alliance's globalisation efforts across the world will be central to the successful utilisation of this strategy.

Technology and infrastructure serve as the second resource-type enablers for supporting the delivery of this strategy, offering the platforms, tools and supports required to efficiently and effectively implement the plan across multiple channels, ensuring its success.

The key strategic objectives for leveraging technology and infrastructure as core resource-type enablers that can effectively support the goals and objectives of our Global Outreach Strategy are:

1. Further developing and implementing appropriate technology and digital platforms to allow for the seamless connectivity, communication and collaboration among stakeholders between Arqus members and new partners worldwide.
2. Identifying and creating the appropriate policies, mechanisms, structures and resources to provide the Alliance the capabilities to successfully facilitate all elements of this strategy.
3. Utilising various data analytics and other necessary digital tools to monitor, evaluate, and optimise the impact of the Arqus Alliance global outreach initiatives, ensuring informed evidence-based and data driven decision making to allow for required strategic adjustments and continuous improvement.
4. Synchronising the strategic use of technology across the Alliance to create and expand virtual global outreach opportunities in a cohesive manner for all member institutions.

The strategic and coordinated use of technology and infrastructure by the Alliance will enhance the creation of impactful opportunities for Arqus members. This will play a key role in maximising the value provided by, and gained from this strategy in order to amplify the overall benefits.

Enabler 3: Sustainability

As the fifth key identifying feature of Arqus, sustainability is central to all strategic initiatives and activities undertaken by the Alliance. Arqus is committed to driving sustainable change and empowering its communities to contribute positively through its research, education and institutions.

Sustainability has been identified as an approach-type enabler and will act as a key guide in ensuring the long-term success of the strategy's outcomes. This plan intends to embed the concept of both financial and environmental forms of sustainability into every aspect of the strategy's implementation. This will enable the Alliance to ensure that all activities undertaken via this strategy are environmentally sustainable while also being designed for long-term resilience, growth and durability.

The key strategic objectives for leveraging sustainability as a core approach-type enabler that can effectively support the goals and objectives of our Global Outreach Strategy are:

1. Embedding financial and environmental sustainable principles and practices into all activities delivered via this strategy.
2. Developing environmentally friendly solutions to increased global mobility and collaboration among academics, professional service staff and students.
3. Building sustainable infrastructure and support mechanisms to maintain and future-proof the initiatives of this plan.
4. Establishing clear and achievable metrics with regular assessment to track and ensure the sustainable practice of global outreach activities by Arqus Alliance members.

Both financial and environmental forms of sustainable practice will be recognised as a key enabler in helping the Alliance achieve its global outreach goals while doing so in a manner aligned with the core values of the Arqus Mission statement. This approach will deliver long-term, future-proofed benefits to all stakeholders, ensuring enduring value and impact across the Alliance.

Enabler 4: Equality, Diversity and Inclusion (EDI)

Equality, Diversity, and Inclusion (EDI) is an essential enabler in the utilisation of the Alliance's Global Outreach Strategy because it aims to nurture an inclusive environment that values diverse perspectives, driving innovation and creativity across all strategic themes.

By integrating EDI into all five themes responsible for delivering value through this strategy's strategic framework, we will ensure that all students, staff and partners can fully participate and benefit. This will ultimately enable all stakeholders to have richer educational experiences, expand their global collaborations, and promote and deliver more equitable access to opportunities, thereby enhancing the success and impact of the Alliance's initiatives.

EDI will act as the second approach-type enabler for supporting the delivery of this strategy by ensuring that a responsible and inclusive approach to our globalisation efforts is taken by all stakeholders across all activities.

The key strategic objectives for leveraging EDI as a core approach-type enabler that can effectively support the goals and objectives of our Global Outreach Strategy are:

1. Shaping the impact of the global outreach activities in a way that enhances access and participation in higher education across all partners that Arqus engages with.
2. Promoting inclusive and responsible globalisation across all projects and initiatives that Arqus members participate in with global partners.
3. Incorporating inclusive teaching & learning practices and principles in all global outreach activities.
4. Nurturing a multicultural environment/atmosphere through language learning and intercultural communication skills acquisition.

The inclusion of EDI as a core enabler to this Global Outreach Strategy underpins the commitment of the Arqus Alliance to responsible globalisation and ensuring that this plan is delivered with a strong EDI perspective.

05. Rationale for global partner selection

The Arqus Alliance's Global Outreach Strategy aims to promote meaningful engagement with both university and non-university partners beyond the European Union. This strategy has been carefully developed as a flexible guide designed to equip Alliance members with the tools to decide how, where, when, and with whom—both internally and externally—they will engage with on a global scale. The strategic framework at the heart of this strategy intentionally refrains from pre-determining specific regions or partners, allowing Alliance communities to collectively tailor their global collaborations to their unique priorities and strengths. By providing a comprehensive toolkit rather than a rigid roadmap, this approach encourages organic, strategic decision-making that aligns with the diverse ambitions of the diverse initiatives undertaken by the Alliance.

As we move into the implementation phase, all Alliance stakeholders will work collaboratively to identify key current and prospective partners for engagement. Together, the Alliance will determine which members are best suited to leverage the pathways outlined in this strategy, ensuring that each collaboration maximises impact and value.

Importantly, geography has been a secondary consideration in the design of this strategy, as the emphasis lies on creating value across global networks driven by shared goals and principles rather than geographical priorities. This aims to ensure that the Arqus Alliance remains agile and adaptive in an increasingly interconnected global landscape.

06. Aspirational milestones

Through the implementation and delivery of the Arqus European University Alliance Global Outreach Strategy we aim to realise the key achievements of this plan by the end of the strategy in 2032. By focusing on the five core themes—Global Mobility, Social Engagement, Teaching & Learning, Research, and Global Opportunities—our Alliance seeks to foster deeper international collaboration, enhance student and staff mobility, strengthen social impact, advance innovative teaching and research, and expand global opportunities for all members. Each outcome below represents our shared commitment to shaping a more inclusive, engaged, and globally connected community.

By 2032 the Arqus Alliance aims to have achieved the following across the five key themes of this strategy:



Global mobility:

The Arqus Alliance will have established a sustainable network of active and diverse global mobility partnerships with strategically selected partners from all regions of the world, fostering increased collaboration, inclusivity, and exchange opportunities for students and staff.



Teaching and learning:

We will have created a globally connected community within the Arqus Alliance, providing staff and students with enhanced opportunities to develop their skills and pursue innovation and excellence in teaching and learning through strengthened international collaboration, joint programmes, resource sharing, and the adoption of best practices across partner institutions.



Research:

We will have developed a collaborative environment across the Arqus Alliance that empowers its members to conduct global interdisciplinary research. This research will focus on addressing pressing global challenges and contribute to building a more sustainable and inclusive world, with impactful results shared across academic and societal communities.



Global opportunities:

The Arqus Alliance will have produced a suite of accessible and inclusive global opportunities for students, academics, and professional staff across the Alliance. These opportunities will enable participants to engage in impactful global experiences that nurture the development of intercultural skills and initiate meaningful global collaborations beyond the formal curriculum.



Social engagement:

The Arqus Alliance will have significantly advanced global social justice, sustainability, and inclusivity. Through its collective expertise and resources, the Alliance will have addressed key global challenges, fostered intercultural dialogue, and promoted social responsibility, creating a positive impact across diverse communities worldwide.

Aspirational milestones overview

To achieve these ambitious milestones, we have developed the following overview to guide our efforts, track progress, and ensure the successful realisation of our objectives:



07. Conclusion

The Arqus Alliance's inaugural Global Outreach Strategy represents a bold and collaborative step toward delivering measurable value to all stakeholders—both within the Alliance and beyond. At its core, this strategy is designed to benefit the internal stakeholders, including the 9 universities that comprise the Arqus Alliance, as well as external partners and audiences we engage with along the way. By aligning our collective aspirations with a framework of shared goals, we aim to create synergies that elevate the global standing of the Alliance while simultaneously enhancing the individual efforts of each member university to achieve their own globalisation ambitions.

Central to the success of this strategy are the five vehicles for delivering value and the four enablers that support its execution. The vehicles provide structured pathways to achieve our objectives, focusing on areas where our collective impact can be maximised. Meanwhile, the enablers serve as the foundational elements ensuring that these efforts are sustainable, actionable, and responsive to changing needs.

Importantly, this is not an additional layer of strategy for each university to manage independently; rather, it is a supportive plan that complements and amplifies individual institutional priorities. By working together, we are not only strengthening the Alliance's global influence but also ensuring that every member university derives tangible benefits, reinforcing their unique missions and enhancing their global reach.

This Global Outreach Strategy marks the beginning of a transformative journey for the Arqus Alliance—one that unites us in purpose and empowers us to excel, both collectively and individually.



European University Alliance

Global Outreach Strategy

2025 - 2032



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