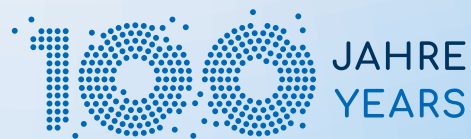


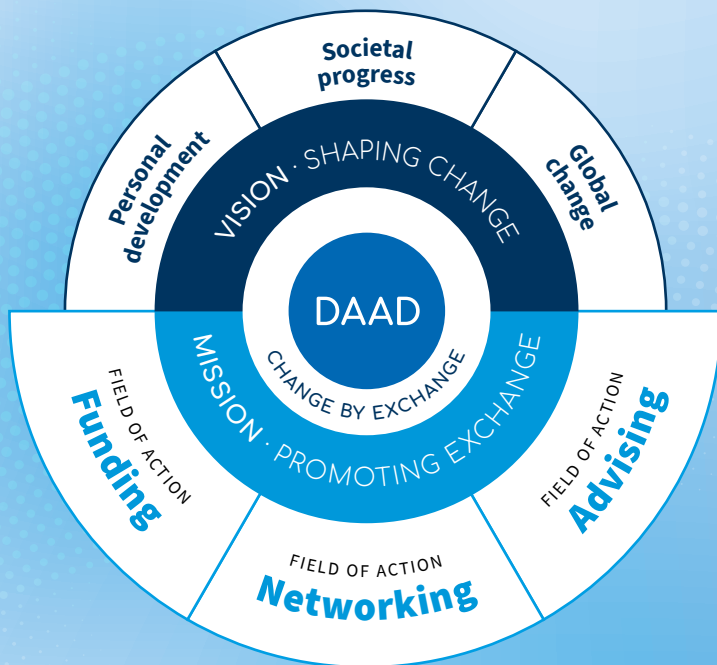


Deutscher Akademischer Austauschdienst
German Academic Exchange Service



DAAD STRATEGY 2030

CHANGE
BY EXCHANGE



Contents

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Dear Readers,

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In 2025, the German Academic Exchange Service (DAAD) looks back on a century of eventful and varied history. For 100 years, we have been promoting the personal development of people through transnational academic exchange and strengthening international cooperation in academia. We create networks of friends of Germany throughout the world, use our expertise to shape foreign educational, cultural and science policy and thus make a contribution to Germany's foreign policy.

Our foundation on 1 January 1925 goes back to the initiative of Heidelberg student Carl Joachim Friedrich, who was able to acquire the first scholarships for German students from the Institute of International Education (IIE) during a visit to the USA. The DAAD was re-established in Bonn after the Second World War in 1950 at

the explicit request of the British occupying authorities. The founding and re-establishment of the DAAD are thus inextricably linked to the USA and the United Kingdom of Great Britain and Northern Ireland – these connections will remain important for the DAAD in the years to come.

With the present DAAD Strategy 2030, we are formulating the fundamental priorities and conceptual objectives for the development of the DAAD over the next five years. As part of a broadly conceived process in which our members, funding recipients and alumni, the relevant federal ministries – above all the Federal Foreign Office as our institutional sponsor – as well as other partners and stakeholders participated, we analysed the current conditions and future perspectives for our work as the

world's largest funding organisation for academic exchange in order to position the DAAD with its vision and mission for the period up to 2030.

In the coming years, our work will focus on positively developing Germany as a location for science, innovation and business, and on contributing to the development of sustainable solutions for the global challenges of our time. We shape science diplomacy in a multipolar world and promote democracy and social cohesion in Germany, Europe and worldwide. With our strategic objectives, we support the goals of the Internationalisation Strategy of the Federal Government and the Länder as well as the goals of the European Union within the framework of 'Europe on the Move'.

Looking back over the past five years, it is clear that unforeseeable developments, such as the global COVID-19 pandemic or the escalation of regional and global conflict scenarios can significantly shape international academic cooperation and profoundly influence our work. In this context, we see the DAAD Strategy 2030 as an orientation framework whose fundamental findings and perspectives will remain valid and guide our work, even in the face of geopolitical uncertainties and unforeseeable events.

With our DAAD Strategy 2030, we look to the future with optimism. In keeping with our motto

'Change through Exchange', we want to continue to make a significant contribution to the personal development of internationally and cosmopolitan-minded people through international academic exchange and to successfully shape the global change that affects us all through this exchange.

We thank our members, the German universities and their students, as well as the German Bundestag and the German Federal Government, and our national, European and international partners for their support of our mission. We remain a reliable partner.

Sincerely,



Prof Dr Joybrato Mukherjee

President of the German Academic
Exchange Service (DAAD)



FOUNDATIONS

An aerial photograph of the United Nations Secretariat Building in New York City. The building is a tall, rectangular skyscraper with a textured facade, situated on the East River waterfront. In the foreground, there is a large green lawn with several trees and a row of flags. To the right, a busy street with cars and a yellow taxi is visible. The background shows a wide view of the East River and the New York City skyline under a blue sky with scattered white clouds. A large blue circle is overlaid on the top left of the image, containing the text 'I.1 THE DAAD'S PROFILE'.

I.1 THE DAAD'S PROFILE

Worldwide network with over 50 office locations:
view from the window of the DAAD office in New York
of the UN building and the East River.

We are the world's largest funding organisation for international academic and scientific exchange.

With over 150,000 scholarship recipients annually, in its 100th anniversary year the German Academic Exchange Service (Deutscher Akademischer Austauschdienst – DAAD) is the world's largest organisation that funds international academic exchange. Since its inception in 1925, the DAAD has played a prominent role in helping to establish international networks involving Germany and German academia and has

impacted the personal development of around three million academics and artists both nationally and abroad. Its history and experience in funding educational trajectories and transnational academic cooperation are the DAAD's distinguishing features. This strong foundation enables the DAAD to strengthen Germany's global reputation and its standing as a location for academia, science, research and innovation.

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We are a member organisation of German universities and student organisations.

As an association of German universities and student organisations, the DAAD represents the interests of its members, which includes about 250 higher education institutions and more than 100 student bodies. Interacting closely with these members, the DAAD provides input to support the internationalisation of universities and science, and provides guidance for organizing international academic cooperation. As a

member of the Alliance of Science Organisations in Germany and in close collaboration with national and international partners, it shapes and promotes interaction and dialogue between universities and political actors. The DAAD has a worldwide science diplomacy network of more than 50 regional offices with which it represents German universities across the globe.

We are an intermediary organisation of foreign policy concerning cultural relations and education and a stakeholder in international academic policy and science diplomacy.

The DAAD acts as an intermediary organisation in the context of cultural relations and education policy (Auswärtigen Kultur- und Bildungspolitik, AKBP) and shapes international academic policy and science diplomacy. It supports Germany's foreign policy by funding academic exchange and networking, and thus aids foreign policy in advancing academic and research partnerships in the best possible way. It advises

decision-makers in academia, science and politics, and conveys German perspectives within international dialogues. Funded by the German government, the DAAD contributes to academic and scientific innovation, prosperity and security in Germany, advances the UN Sustainable Development Goals and strengthens higher education systems around the world.

We are an academic institution in Europe and a National Agency for Erasmus+.

As a national agency for cooperation in EU higher education since 1987, the DAAD has been responsible for implementing the Erasmus+ programme and its predecessor programmes. The DAAD cooperates with European and international partners to implement projects on behalf of the European Union. Alongside its

European partners, it contributes to shaping Europe's education and research environment and bolsters European perspectives within international academic cooperation. It thus also makes a contribution to the European Union's foreign policy and integration efforts. A third of the DAAD's budget originates from EU subsidies.

1.2 VISION AND MISSION



International experience and intercultural skills for German students: PROMOS scholarship holder Viktor Gümüs during his studies in Medellín, Colombia.



The DAAD motto represents our vision and mission. We use international academic exchange (mission) to promote the personal development and qualification of individuals and instigate societal and global transformation processes that ensure a better future on our planet (vision).

Our vision: shaping change – through research and across borders

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The planetary challenges of the Anthropocene – in particular climate change, but also geopolitical power shifts, conflicts and profound technological, social and economic transformations – require trans-national, and often, research-based action.

Outstandingly well-qualified people with an international network are needed to deal with these developments and the associated consequences, to act accordingly and exert a positive influence. Actively shaping this pervasive change forms the foundation and conditions for prosperity, security and a sustainable future in Germany and worldwide.

We leverage and strengthen the cooperation space of academia and science with the aim of positive change on three levels:

Personal development: cosmopolitan and internationally minded people

We create situations for individual encounters and promote the exchange of knowledge and ideas. We support educational trajectories and foster potential for excellent research.

We strengthen partners' connections to Germany and support the development of individual friendships with people in our partner countries. As we nurture people's ability to see things from a different perspective through academic education and international exchange, we advance the individual development of people who are as a result more qualified, reflective, cosmopolitan and internationally-minded. These types of people are needed to support the kind of united, peaceful cooperation which can promote a positive future for our society and our planet.

Innovation and social progress: prosperity and resilience within our society

We create the foundations for a strong, internationally aligned and networked science system in Germany, and thus the prerequisites for scientific and technological innovation. We assist in recruiting highly qualified professionals for the German labour market and strengthening our country's future viability and technological autonomy. All our actions are guided by win-win situations in which our international academic

partnerships simultaneously provide advantages for Germany and our partners across the world. In Germany, we increase resilience, diversity and intercultural understanding within society. The cooperation space of academia and science serves as a role model here and as the motor for societal cooperation, cohesion and tolerance. Democracy and academic freedom form our basis for action.

Global transformation: prospects for a sustainable and peaceful planet

We are meeting the global challenges of our times. We enable participation in higher education and research, while also promoting excellent research and science in the joint quest for answers to the pressing questions of the future. This is how we are contributing to the scientific resolution of global issues, such as climate change or social injustice, building bridges for understanding and conflict resolution, and promoting the worldwide progress of knowledge regarding sustainable global development in line with the Agenda 2030 adopted by the United Nations.

Our mission: promoting exchange

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Our mission is international academic exchange: we bring highly talented and highly qualified people to Germany and enable German students, academics, scientists, researchers and artists to gain international experience.

We see close personal cooperation and intensive international exchange within the cooperation space of academia and science as a starting point in achieving the objectives formulated in our vision. We are therefore bolstering academic exchange using our three fields of action: funding, networking, advising. This also involves us considering the intersecting dimensions of sustainability, diversity and digitisation which are especially relevant to society.

Funding

We fund international academic exchange through scholarships for people from Germany and abroad, and by supporting collaborative projects involving German higher education institutions and international partner organisations. Our funding programmes include opportunities for academics and researchers at all career stages and in all academic or research disciplines. We are continuously developing our attractive and reliable programme portfolio in a needs-based manner.

Networking

We bring people and institutions together. Along with our members, partners and alumni, we establish long-term and crisis-resilient international academic networks that sustain the channels for international dialogue and cooperation even under difficult conditions. We engage in German, European and international partnerships and associations, and actively shape the dialogue with political stakeholders at the federal and state levels.

Advising

As a knowledge organisation, we advise individuals, institutions and decision-makers in academia, science, politics and society and facilitate dialogue concerning foreign and science policy perspectives between academia and politics. We use our profound regional and practical knowledge and our extensive expertise regarding global higher education systems to generally increase the internationalisation skills among universities and within German academia and science. We provide information on academic mobility and cooperation, promote Germany as a location for studies and research, and use position papers and in-house studies to provide impetus to debates concerning international science and higher education policies.

Strategic intersecting dimensions

Sustainability

Diversity

Digitisation

Aligned with the future-oriented direction for international exchange which we strive towards, we take into account the three strategic intersecting dimensions of sustainability, diversity and digitisation in all our fields of action. We thereby commit ourselves to the global sustainable development goals adopted by the United Nations, the promotion of equal opportunities and equality, and the development of international exchange in accordance with technological innovations.

We integrate these three intersecting dimensions both in our fields of action of funding, networking and advising, as well as in our institutional activities. In their implementation we consider them in combination so that they strengthen each other reciprocally where possible. We reflect on any conflicting goals with a view to the DAAD mission and weigh their outcomes against each other.



FUTURE
PLANNING

A photograph of two researchers in a cleanroom environment. They are wearing blue lab coats and white hairnets. They are focused on their work, with one researcher in the foreground looking down at a piece of equipment. The background shows various pieces of laboratory machinery and equipment.

II.1 CONDITIONS AND PERSPEC- TIVES

Promoting future technologies: at the Konrad Zuse School of Excellence in Embedded Composite Artificial Intelligence (SECAI) in Dresden, scholarship holder Deianira Fejza is conducting research into the potential of artificial intelligence in nanoelectronics.

The conditions for international higher education and science cooperations have significantly altered since the last DAAD Strategy was published in 2020.

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We are living in an era of profound transformation that has reached a new culmination point in the grave geopolitical crises and confrontations over the last five years. Russia's invasion of Ukraine on February 24, 2022, classified by German Chancellor Olaf Scholz as an 'historic turning point', and the Hamas massacre on Israeli soil on October 7, 2023, with Israel's subsequent military incursion into the Gaza Strip, are examples of far-reaching upheavals within international structures. The shift in global power structures towards a multipolar world order is revealed among other things by the new role of China and the so-called middle powers – burgeoning countries whose international influence and GDP are growing. The political developments in Europe and in a transatlantic context are also at a crossroads. These conditions highlight the relevance of our cooperation framework for academia and research: it keeps the science diplomacy channels open and creates education opportunities for people affected by wars and crises. At the same time, the developments mentioned above mean that academic cooperation is facing new tasks and new challenges. The need for advising about how to navigate the field of international academic cooperation has grown.

The years 2020 to 2022 were also marked by the Covid-19 pandemic, which also severely curtailed international travel in academia and science. Yet at the same time, the pandemic put the resilience of academic collaborations in times of crisis to the test and accelerated their digitisation. The vaccines that were developed in record time and involved transnational collaborations showed the world the substantial contribution that international science can make when faced with global challenges.

The significance of international science cooperation and international academic exchange has also grown in Germany since 2020 – despite and because of the challenges mentioned above: the number of international students at German higher education institutions has constantly risen in recent years and Germany has been able to consolidate its position as one of the world's most popular destination countries for international students. Internationalisation has become firmly established as a strategic area of activity for German higher education institutions and is providing visible results: the relevance of sustainable strategic partnerships and international study programmes and structures has been

increasing, while building networks linking internationalisation with other structures and tasks of HEI has become equally important. At the same time, it is possible to observe increasingly tough competition for highly qualified students, academics, scientists and researchers, especially in the field of future technologies. International cooperation and networking are providing a competitive advantage in this respect.

Analysis of these contexts and perspectives in international academic cooperation forms the basis for our strategy over the coming years. The following five theses govern our thinking regarding this.



International academic exchange becomes increasingly significant when we are faced with global challenges.

The global challenges, including climate change, sustainable energy supply and raw materials, questions concerning education, health and food security, but also migration and people needing to seek asylum can only be solved by means of global, science-based cooperation. Academia and science form a worldwide community of responsibility in this respect. International academic and scientific cooperation is of prime importance to the future of Germany and Europe, since it bolsters an innovative edge in science, technological sovereignty and global

competitiveness, and thus contributes to economic prosperity.

We are addressing this by developing and implementing thematic and regional areas of specialisation based on a broad and contemporary portfolio of funding programmes and measures relating to the internationalisation of German higher education institutions. We are committed to the United Nations Agenda 2030 for sustainable development and support the achievement of its stipulated goals via our programmes.



The (geo)political conditions in a multipolar world necessitate realistic reflection on international academic and scientific collaborations.

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Academic and scientific collaborations are taking place under increasingly complex (geo)political conditions: open conflicts and wars, the strengthening of autocratic regimes, the growing tensions within international structures and the rise in socio-political and environment-related crises complicate mobility and physical interaction with many regions of the world. The (geo)political conditions also necessitate a new focus on aspects of (research) security, the prevention of undesirable knowledge drain, the misuse of research results and the protection of academic freedom within international collaborations. The freedom of academia and science implies a particular responsibility when shaping international cooperation.

We therefore stand up for people in and from crisis and war zones – this also applies in

particular to refugees – by providing them with higher education opportunities. We strive to develop prospects for conflict resolution and to achieve local and regional stabilisation. At the same time, we advocate political realism (Realpolitik) relating to international academia and science, which strengthens international academic cooperation by relying on interest-based, risk-aware and competence-oriented action. We see ourselves as a stakeholder in a science diplomacy that represents and strengthens the perspective of academia within international cooperation. We support the German higher education institutions by providing knowledge and expertise specific to the region when cooperating with international partner organisations in different geopolitical contexts, and we use programmes that facilitate dialogue to promote academic and intercultural exchange.



Economic and social developments are affecting the conditions and significance of international academic and scientific mobility.

It will become ever more important to attract and train international students in light of the significant demand for well-educated employees in Germany, as the number of first-year enrolments of German students has been predicted to decrease further over the coming years.

As the workforce of the future, international students ensure economic prosperity and make a major contribution to Germany's academic, scientific, economic and social development. An increasingly international and heterogeneous student body simultaneously requires new study and mentoring structures at our higher education institutions. The reinforcement of social cohesion, tolerance and cosmopolitanism at our higher education institutions is also gaining significance. Not only do antidemocratic, xenophobic, discriminatory and divisive tendencies damage the development of our academic and research system, they also jeopardise peace and prosperity within our society.

We deem internationalisation of the German higher education system and attracting

high-performing international students to be indispensable – not only in the global exchange of ideas, but also regarding positive economic and social development in Germany. We are therefore developing measures which enhance the potential of international students as a part of our future workforce and, in line with the principles of fair migration, we are designing international mobility as an asset for individuals as well as their country of origin and destination country. We are expressly advocating international, inclusive and open-minded structures and a welcoming culture at our higher education institutions and within society, and we promote diversity and a multiplicity of perspectives. Our activities enable us to bolster democracy and social cohesion. Enabling international experience for as many German students and university members as possible is also beneficial in this respect. Their internationalisation experience underpins the German academic and research system, while their qualification in a global context and networks promote innovation and economic progress in Germany.



Innovative developments in the higher education system reveal new opportunities for international exchange.

22 The German higher education system is constantly using innovative methods and tools to adapt to new social demands and requirements. Study- and teaching-related developments, such as digital and hybrid teaching formats, lifelong learning formats (including microcredentials) and professional development at higher education institutions, but also new opportunities for international students to access higher education, are all providing new opportunities and possibilities for the internationalisation of universities. Aspects of knowledge transfer and science communication are also providing starting points in the area of internationalisation.

We see ourselves as the drivers of innovation in the internationalisation of German universities.

Sustainable impetus for development of the higher education system is being provided not only through our funding programmes, but also by means of our networking and advising services. We utilise the knowledge and expertise of our member institutions and our global network to systematically identify or anticipate new developments and promote innovation at a systemic level. We therefore align ourselves to the needs of the higher education institutions and take into account contexts regarding the different types of HEI and disciplines. Collaborations as well as funding transnational educational opportunities and academic capacity building mean that we are also contributing to the development of higher education systems around the world.



Europe is becoming more significant as a cooperation space and catalyst for global academic and scientific exchange.

The shaping of the European Education Area and the European Research Area is highly relevant to the internationalisation of the German science system. This relates both to cooperation within Europe as well as to joint positioning within the context of global cooperation prospects. The scope and diversity of funding opportunities available as part of Erasmus+, Horizon Europe and other EU programmes have significantly increased in the most recent programme phases. European cooperation and in particular the European University Alliances can serve as a model and reference for the sustainable design of strategic university collaborations. They form

a driving force for new perspectives in internationalisation.

This is the background against which we are raising our profile as a European organisation: we represent European interests and utilise the opportunities for European cooperation. In coordination with our European partners, we contribute to shaping the European Higher Education Area and assist German universities with their cooperation and networking in Europe. Together with our European partner organisations, we contribute to consolidating and shaping European foreign policy.

II.2 STRATEGIC OBJECTIVES UP TO 2030



Solving global challenges together: the Global Centres for Climate and Environment as well as for Health and Pandemic Prevention held their mid-term conferences in Berlin (2024).

Against the background of the identified conditions and perspectives, we are setting the following overarching priorities with which we want to align our activities from now until 2030:

- the positive development of Germany as a location for academia, science, innovation and economic activity
- the development of sustainable solutions to global challenges
- the use and shaping of science diplomacy in the context of a multipolar world order
- the strengthening of democracy and social cohesion in Germany, Europe and around the world

These priorities are systematically reflected in the strategic objectives within our fields of action and the intersecting dimensions, which are formulated in the following sections. The strategic objectives provide focus on these four priority settings in various contexts of action, and each makes an individual contribution to these priorities.

The basis for realisation of our objectives is the effectiveness and efficiency of our service portfolio. We will therefore outwardly present our range of funding options in a new and clear manner and increase the options for modular structures in our project funding. We are also accelerating our expert review and selection processes, among other things, using new technological opportunities. We are continuing to further develop our administration, portals and databases relating to individual and project funding to be more user-friendly and to design them efficiently with the goal of reducing bureaucracy.

OBJECTIVES

INTERSECTING
DIMENSIONS

sustainability

diversity

digitisation

FIELD OF ACTION
Funding



- 1 Solving global challenges
- 2 Reflecting geopolitical contexts
- 3 Cosmopolitan higher education structures
- 4 Recruitment of skilled talent

FIELD OF ACTION
Networking



- 5 Networks of friends of Germany
- 6 Networking within and with Europe
- 7 Partners in research, economy and innovation

FIELD OF ACTION
Advising



- 8 Political realism in foreign science policy and resilience in times of crisis
- 9 Internationalisation expertise in the higher education system
- 10 Innovative tools for student recruitment

Strategic objectives in the field of funding



1 We are bolstering academic and scientific expertise with respect to solving global challenges.

- The DAAD is continuing to expand its programme portfolio in the field of sustainability (climate, health).
- The DAAD is promoting international and interdisciplinary collaborations that conduct research into security, conflict resolution and peace.
- The DAAD programme portfolio is supporting studies, research and the use of future technologies through international collaborations and the attraction of international students and scholars.

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2 We are aligning our range of funding options to the new (geo)political circumstances.

- The DAAD is strengthening its networking with strategic partners in Europe through the implementation of joint EU projects and is considering the particular importance of transatlantic relations in its range of programmes.
- The DAAD is funding new academic and scientific partnerships in emerging scientific nations as well as with partners from the so-called middle powers (with a focus on the Indo-Pacific, in Central Asia and in Latin America).
- The DAAD is offering programmes and services to help stabilize and develop higher education institutions in situations of crisis and conflict.
- The DAAD is reacting to training needs in countries with low and medium GDP by establishing and offering regional and professionally focused master's programme scholarships and is funding discipline-specific higher education collaborations (including green energy).
- The DAAD is funding collaborations in contexts that are challenging from a foreign policy perspective, and thereby supporting the establishment and expansion of corresponding regional expertise at German universities (including expertise relating to China and the post-Soviet region).

3 We are promoting participation and cosmopolitan structures at higher education institutions.

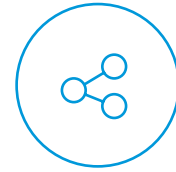
- The DAAD is helping to protect academic freedom by means of a specific range of funding options for refugees and other vulnerable people. This involves adopting and further developing innovative approaches and ideas relating to digital teaching and qualification courses.
- The DAAD is expanding its individual funding programmes with accompanying measures aimed at strengthening democratic participation and international dialogue (such as summer academies).
- The DAAD is using a needs-compliant, target group-focused range of programmes that are contributing to a further increase in international mobility and experience gained abroad by German students and is promoting diversity and multiplicity at higher education institutions in Germany.
- The DAAD funding portfolio is also continuing to consider the individual needs of specific types of higher education institutions and disciplines, by further developing existing special programmes for the universities of applied sciences and for teacher training.

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4 We are contributing to the recruitment of skilled talent.

- The DAAD is strengthening Germany as a location for academia, science, innovation and economic activity by means of programmes to attract and fund international students and scholars. Fair migration is a guiding principle in this respect.
- The DAAD is strengthening the internationalisation and mentoring structures at German higher education institutions. In doing so, it is using an independent range of programmes to focus on the integration of international students and researchers into the labour market. It supports higher education institutions in attracting qualified academics, scientists and researchers for research.
- The DAAD is strengthening German teaching structures abroad through the development and implementation of a range of funding options relating to the academic training of German teachers.

Strategic objectives in the field of networking



5 We are strengthening global networks of friends of Germany.

- The DAAD is bolstering its network in Sub-Saharan Africa, Central Asia and South-East Europe by establishing Regional Offices responsible for local affairs.
- The DAAD is continuing to expand regional cooperation among its offices abroad and with the extended DAAD network (lectureships, local lectureships, research ambassadors, alumni). The synergy potentials within its funding and advising services are being leveraged to optimally promote and implement the DAAD portfolio worldwide. Our network is collaborating closely with the German embassies and consulates.
- The DAAD is ensuring the performance of its lecturer network and its contribution to foreign cultural and education policy as well as to strengthening the German language abroad.
- The DAAD is incorporating alumni activities as an integral component of every funding programme to encourage DAAD beneficiaries from the very start in their role as Germany's ambassadors. It is expanding its services for German alumni, by setting discipline-specific priorities. The DAAD is strengthening its global DAAD alumni network in particular via the expansion of alumni activities within project funding.

6 We are building networks for partners within and with Europe.

- The DAAD is collaborating closely with its partner organisations in Europe to shape the European Higher Education Area and European Research Area, and is accordingly using its networks as a National Agency for Erasmus+ and as a member of the Academic Cooperation Association (ACA).
- The DAAD is continuing to expand its institutional networks with academic, scientific and political partners in Europe. It is implementing projects as part of the European Global Gateway Strategy and is actively participating in European dialogue and exchange processes, especially in the domains of risk and security, legal frameworks and science diplomacy.
- The DAAD is assisting and promoting the European University Alliances with German HEI participation. It is developing measures to garner experience and impetus from these alliances to provide overall support for structural modifications and further development in the internationalisation of the German and European higher education systems.

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7 We are uniting partners involved in research, economy and innovation.

- The DAAD is developing new networking proposals involving stakeholders from academia, science, business and industry, in particular in programmes relating to employee recruitment and innovation-related research, such as AI and green energy as well as entrepreneurship and start-ups.
- The DAAD is building networks of stakeholders interested in employee migration with established university networks and projects involving transnational education abroad.
- The DAAD is extending the regional pulling power and reach of the German Centres for Research and Innovation (Deutsche Wissenschafts- und Innovationshäuser, DWIH) by involving new regional partners and is thus promoting the networking of German research with academic, scientific and innovation systems in selected partner countries.

Strategic objectives in the field of advising



8 **We are creating impetus for realism in policies relating to international academia and are strengthening crisis resilience in the German science system.**

- The DAAD adopts a position of political realism (Realpolitik) in policies relating to international academia and science. This approach allows for promoting international exchange while weighing the opportunities against the risks associated with each specific cooperation.
- In close interaction with its member institutions and student bodies, the DAAD is providing guidance regarding current issues relating to international cooperation.
- The DAAD is increasingly integrating political and stakeholder dialogue into its funding programmes along with corresponding information and advising. This encourages dialogue and interaction among academia, science and politics.
- In the context of our national security strategy, the DAAD is providing German higher education institutions with guidance on security issues relating to international academic, scientific and research collaborations, and is advising them on opportunities and risks. DAAD advising includes aspects concerning the governance of research security at German higher education institutions.
- The DAAD is also making services and structures available in the event of acute global crises and conflicts, aiming to offer timely and appropriate advice and expertise to affected academics, scientists and researchers.

9 We are scaling up expertise in internationalisation within the higher education system.

- The DAAD is adding in-house services to expand its advising formats in the Competence Centre for International Academic Collaborations (KIWi). On-site events are taking expertise directly to the higher education institutions and are encouraging dialogue among the relevant stakeholders and decision-makers at these institutions.
- The DAAD is deploying academic committees to address thematic issues that are of particular relevance to the internationalisation of higher education institutions and is conducting its own studies and surveys.
- The DAAD is collaborating with German (for instance, the Alliance of Science Organisations in Germany), European and international partner organisations to advocate for science communication and increase the interaction between international academia and society.

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10 We are establishing innovative tools for student recruitment and qualification.

- The DAAD is continuing to develop its information and advising tools relating to the recruitment, guidance and preparation of international students. Based on existing services, it is creating an integrative digital portal providing detailed information on study programmes that directly connects international students with German higher education institutions.
- With its programmes, the DAAD is committed to decrease administrative and legal hurdles involved in the internationalisation of Germany as a location of higher education.
- The DAAD is establishing a study preparation programme to attract students interested in studying a STEM subject, who are in particularly high demand, and is thus opening up an innovative pathway for an alternative pathway to enrol at German universities.

Strategic objectives in the strategic intersecting dimensions of *sustainability, diversity, digitisation*

Sustainability

- The DAAD is designing its funding programmes with regard to their contribution to the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) defined in it, which reflect ecological, social and economic dimensions of sustainability. The DAAD is placing particular focus on goals in the domain of ecological sustainability.
- The DAAD is promoting the further development of innovative, climate-sensitive, and (partly) digital internationalisation formats via their integration into existing programmes. It is supporting a climate-aware realisation of physical forms of mobility and an implementation of projects that is as environment-friendly as possible by developing and introducing incentives (such as green mobility top-ups). A CO₂ emission balance is being formulated regarding DAAD mobility funding.
- The DAAD is using its direct contact with scholarship holders, alumni and higher education institutions to raise awareness of sustainability aspects and to increase the discussion regarding sustainability issues within international collaborations. The DAAD's practical knowledge is being substantiated by its Scientific Committee 'Zukunftsperspektiven internationaler akademischer Mobilität' (Future perspectives for international academic mobility).
- The DAAD is aligning its business operations to be climate neutral by 2030 and is therefore creating a climate and environment programme with the goal of designing climate-compatible business operations as well as funding activities.

Diversity

- Against the background of increasing heterogeneity among the student body and academic community in Germany, the DAAD is gaining new, previously underrepresented target groups for internationalisation. This does not only involve making communication formats and selection procedures more diversity-conscious, but also developing and funding new internationalisation formats that support diversity causes.
- The DAAD is placing a special emphasis on gender equality and increasing women's representation in leadership positions. The empowerment of women in particularly relevant social domains in which they are currently underrepresented is being addressed within DAAD's programme design. The DAAD is using its diversity monitoring to analyse gender distribution on a regional and programme-specific basis and accordingly develop measures to improve equality.
- Diversity awareness measures are also being piloted in the funding of incoming students, with the aim of increasing the proportion of underrepresented groups among the applicants and beneficiaries. The expertise of the DAAD network is being used to design and implement corresponding measures that are specific on a national and regional level.
- In light of the increase in racist, antisemitic, discriminatory and antidemocratic phenomena and tendencies within society, which also affect international students and researchers at German higher education institutions, the DAAD is supporting activities relating to open-mindedness and tolerance at German HEIs. In this respect, the DAAD is using its student survey (BintHo) to gather data on discrimination experienced by international students and is accordingly designing measures in dialogue with the higher education institutions.

Digitisation

- The DAAD is providing practical expertise to support innovative approaches to internationalisation and is funding digital and blended-learning services for international cooperation and interaction at the higher education institutions. Its scholarship programmes are also promoting virtual mobility to appropriately complement physical mobility.
- The DAAD is expanding its offer and the development of digital platforms. The service priorities in this respect include detailed digital information on study programmes, collaborative teaching and learning platforms, and services relating to HEI and research marketing. A review is furthermore being conducted regarding the development of digital study platforms for vulnerable students from conflict zones.
- The DAAD is funding studies and research into artificial intelligence via a range of programmes. At the same time, it is also internally utilising the potentials of artificial intelligence in all fields of action and strands of work, including in advising, in knowledge management and in marketing. This involves creating and implementing rules concerning the use of AI in application and selection processes, as well as bearing in mind developments in the technology and legal conditions.
- The DAAD is exploring the possibilities for using artificial intelligence in the internationalisation of higher education institutions, for example in student recruitment and guidance or the initiation of collaborations and match-making. DAAD expertise and exchange are also supporting the higher education institutions in trialling innovative technologies as part of their internationalisation.



IMPLEMENTATION AND OUTLOOK

‘Change by exchange’ – the commitment to our vision and mission is more important than ever after 100 years since our founding. International academic exchange is the prerequisite for finding answers to the pressing challenges of our changing world.

In the coming five years we will contribute to the positive shaping of this transformation via the priorities defined in our strategy: we are promoting the positive development of Germany as a location for academia, science, innovation and economic activity, and assisting in the development of sustainable solutions to global challenges. We are complementing German foreign policy by means of science diplomacy in a multipolar world and promoting democracy and social cohesion in Germany, Europe and around the world.

The basis for achieving our strategic objectives is the support given by the Federal Foreign Office (Auswärtiges Amt) and the other federal ministries that fund us. We rely on the broad support for our mission provided by the German Bundestag and Federal Government. We act as reliable partners in affirming German foreign and science policy.

Implementation of the defined objectives by 2030 and monitoring the achievement of their

success occurs in the context of our internal strategic management system. The key parameters for this system are the verifiability and time horizon of objectives and coordinating partial objectives and responsibilities. The implementation status is continuously recorded and discussed within the DAAD in an annual strategy meeting.

Beyond the specific objectives themselves, our 2030 strategy also serves us as a guiding compass. Its fundamental course settings remain valid and continue to guide our activities – even in light of new, as yet unforeseeable developments. The theses relating to the conditions and perspectives for international academic cooperation should therefore also be understood as scenarios to which we align our activities. They primarily focus on foreseeable opportunities and risks, including social needs, new developments in international academic cooperation or geopolitical shifts in our multipolar world that are already looming, but whose direction, scope and long-term impact are not yet fully appreciable.

Beyond these foreseeable opportunities and risks ('known unknowns') we also need to reckon with unforeseeable, currently still fully unknown developments, which as 'unknown unknowns' may affect the implementation and achievement of our strategic objectives. Our DAAD Strategy 2030 also gives us guidance in this respect: in our vision and mission, we formulate the overarching strategic objectives for the DAAD that are to guide our activities over the coming years, irrespective of individual developments. At the same time, our strategic considerations up to 2030 are systematically

targeting the bolstering of crisis resilience and the ability to act, even and especially, in unforeseeable situations and constellations.

We are convinced that our DAAD Strategy 2030 is setting the right course, enabling us to engage in funding, networking, and advising within the cooperation space of academia and science. Consequently, our strategy allows us to contribute substantially to transnational and science-based positive transformation at a personal, societal and global level over the coming years.



Honour with Nobel Prizes: works by writers who have been supported by the DAAD's renowned Artists-in-Berlin programme.

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