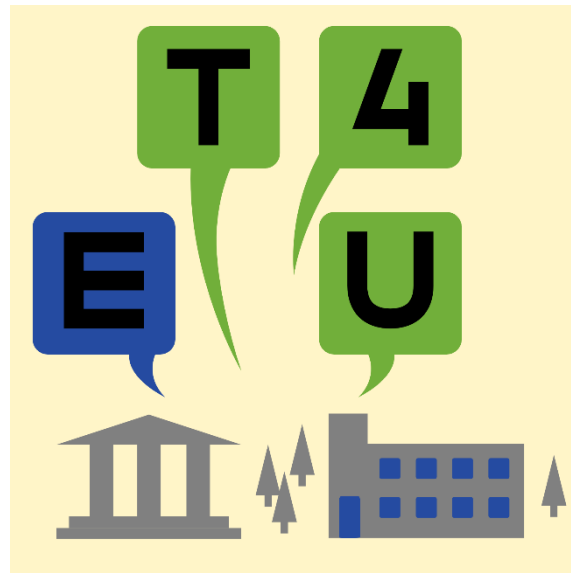


Multilingual Campus Strategy



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Table of contents

I. Principles	3
II. Goals.....	4
1. Promoting multilingualism and plurilingualism in all contexts	4
2. Learning and using many languages.....	4
3. Practice and appreciation of cultural diversity	5
4. Mobility, open-mindedness, and international collaboration	5
5. Multilingual programmes, educational innovation, and research.....	5
6. Provision of financial, structural, and human resources	6
III. Measures.....	7
Analysing, structuring, and controlling	9
Communicating and motivating.....	10
Language learning.....	11
Learning Offers.....	11
Teaching and learning innovation.....	12
Testing, certification, and recognition.....	13
Mobility.....	14
Research and collaboration.....	16

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T4EU Multilingual Campus Strategy

I. Principles

The T4EU–Alliance and its members are dedicated to creating a transnational multilingual campus and act in accordance with the following principles.

1. The T4EU Alliance fosters and promotes multilingualism in all academic, professional, and societal contexts. We enable our members to develop a broad language repertoire which will empower them to act as responsible knowledge entrepreneurs in a continuously transforming European context.
2. The coexistence and simultaneity of different languages and their varieties is central to the identity of the T4EU Alliance. Therefore, we are committed to allowing our students, staff, and partners to learn and practice a vast variety of languages across the complete range of academic contexts.
3. Multilingualism is inseparably linked to intercultural awareness and cultural diversity. The appreciation of and respect for all languages and cultures are core values of the T4EU Alliance. We celebrate all plurilingual communication, cultural practices, and open-mindedness.
4. Seamless mobility and an open intercultural space are essential to creating a truly integrated T4EU Campus. We encourage exchanges and encounters at all levels to shape an international community of mutual understanding and collaboration.
5. The T4EU Alliance offers multilingual academic programmes and opportunities which ensure the academic and professional success of all students and researchers. We rely on innovative educational schemes to prepare our graduates for the challenges of an internationalised world.
6. The T4EU Alliance is committed to providing the financial, structural, and human resources necessary to achieve these aims. This will allow us to pursue our development in accordance with these principles and grow by transforming our institutions into a multilingual European campus.

II. Goals

1. Promoting multilingualism and plurilingualism in all contexts

The T4EU Alliance will promote and support multi- and plurilingualism at all levels. It will foster plurilingual repertoires and practices in the entire university community. To this end, the Alliance will adapt a wide range of measures such as

- taking into consideration multilingualism as a key goal in its various decision-making processes,
- making multilingual and intercultural aspects an integral part of all its development efforts,
- motivating students and staff to continuously improve their language proficiency and intercultural competency, and
- evaluating and updating this *T4EU Multilingualism Campus Strategy* at regular intervals through a panel of experts.

2. Learning and using many languages

The T4EU-Alliance recognises that the following 12 official and regional languages are used by its members: Bulgarian, Catalan, Estonian, French, German, Italian, Lithuanian, Polish, Portuguese, Slovene, Spanish, and Ukrainian. The Alliance values its inherent linguistic diversity and thus strongly encourages the use of all working languages in transnational contexts and the full use of existing language repertoires alongside lingua francas such as English, heritage languages, or any other languages used by its highly diverse community.

The T4EU Alliance will continually improve and extend its language learning offer at all its member universities by significantly augmenting the number of language learning courses and opportunities and making them widely available. Placing particular emphasis on Alliance languages, it will offer a wide choice of attractive learning formats geared to the learners' individual needs, in order to guarantee that all students as well as administrative and teaching staff of the Alliance will have the opportunity to become proficient in at least two languages of their choice. To this end, the Alliance universities will pool their language offer to create more learning options. Our long-term aim is to motivate and allow every Alliance student to acquire the necessary skills for communicating across cultures fluently and confidently, both in professional and personal contexts. Graduates should ideally be conversant in two or more foreign languages, one of which should be an Alliance language, and be aware of the challenges posed by intercultural communication in an academic setting.

In addition, T4EU universities will gradually increase the number of courses / modules where English is the medium of instruction.

3. Practice and appreciation of cultural diversity

The T4EU Alliance will ensure that all language learning offers include intercultural learning and provide formal and informal learning opportunities that focus on cultures, particularly those of the Alliance members.

The Alliance will foster the acquisition of intercultural strategies and skills as well as the appreciation of and respect for other cultures. To achieve this, it will increase learning and exchange opportunities and stage local and transnational events.

The Alliance will take measures to create a transnational, multilingual space that encourages communication across cultures and reflection on individual and collective identities. It supports awareness and curiosity for a broad variety of cultures, experiences and ways of expression as well as a desire to overcome language barriers.

The Alliance will ensure that both similarities and differences of its members are acknowledged in all contexts by actively embracing a culture of open-mindedness and respect towards all individuals.

4. Mobility, open-mindedness, and international collaboration

The T4EU Alliance will continually increase the mobility of all its members within the alliance as well as to other partners with the goal of reaching a 50% student mobility and a high percentage of staff mobility.

The T4EU Partners will create and/or identify institutions and contacts that support mobility and develop easily accessible standard mobility services. These will welcome and support incoming students and boost student and staff mobility through information, assistance, and financial aid.

The Alliance will support its students and employees before, during, and after their mobility through courses and other offers to maximise gain in linguistic and intercultural knowledge and experiences as well as allow individual personal development. Wherever possible, the T4EU Universities pool their offers for language learning and mobility assistance and make these accessible to all students and staff members of the Alliance.

All types of mobility or collaboration such as long-term or short-term student exchanges, internships, (research) projects, or work placements will be supported and recognised. Opportunities to develop new types of mobilities will be given.

5. Multilingual programmes, educational innovation, and research

The Alliance will continually expand its offer of plurinational and plurilingual degree programmes. These should ideally offer internationally recognised diplomas and require students

to become proficient in two or more languages. It will make efforts to increase enrolment in these programmes.

Existing national programmes will by and by be reviewed to determine the possibility of integrating international elements. The Alliance will gradually and systematically introduce compulsory foreign language learning modules in all curricula, as well as modules in foreign languages. New national programmes will regularly include language learning credits or other compulsory multilingual/multicultural elements. Language learning and cultural training will cover all cycles of education, from bachelor to doctorate degrees. Reward schemes for language learning by both students and staff will be implemented.

In order to provide the learning resources and concepts necessary for the internationalisation of the Alliance's programme offer, its members will join forces to create and share innovative multilingual teaching materials. This will be supported by didactical research on teaching and plurilingualism as well as the development and evaluation of innovative learning formats and materials.

6. Provision of financial, structural, and human resources

Every Alliance university will define a dedicated budget to finance the necessary measures needed to reach its individual plurilingualism goals as well as those of the Alliance. The funds allocated will serve to create and maintain the educational, structural, and human resources needed, which include but are not limited to

- a well-trained teaching staff for language education and sufficient plurilingual multilingual academic and administrative staff and
- dedicated service units at all partner universities which facilitate language learning and mobility for students and staff. These institutions will be supplied with the equipment and infrastructure needed to fulfill their mission.

Whenever possible, local rules, regulations, and decisions will be brought in alignment with the goals of this *T4EU Multilingual Campus Strategy*. Each partner will make efforts to harmonise its administrative practices with the other members of the Alliance.

All internal and external communication as well as promotional materials will reflect the multilingual and pluricultural nature of the Alliance.

III. Measures

Based on the principles and goals laid out in this document, the T4EU Alliance will create a list of concrete measures to further define, monitor, and reach its multilingualism objectives. This list of measures will be subject to regular revisions.

The Alliance consists of 10 regular members and one associate member. Given the diversity of educational, organisational, legal, financial and cultural backgrounds, constraints and needs within the Alliance, the implementation of all steps will necessarily happen at a different pace in all partner institutions. All partners do agree, however, that the realisation of these measures by as many partner institutions as possible and creatively adapting them to local contexts, is necessary for the establishment of a multilingual campus.

T4EU multilingualism measures

Academic Years 2024/2025 and 2025/2026

The following measures describe specific measures to attain the objectives defined in the *T4EU Multilingual Campus Strategy*. As such, they represent concrete steps which all partner universities are invited to take in order to further define, monitor, and reach the Alliance's multilingualism objectives.

The measures often serve multiple purposes and frequently cannot be linked to one single goal described in the *T4EU Multilingual Campus Strategy*. For this reason, the list of measures is grouped by strategic fields of action which are typically associated with and covered by specific institutions and players within the university structure, which are specified at the beginning of each section.

For monitoring purposes, the following types of time frames for the various measures were defined.

Time frame	Symbol
Specified deadline	▶07/2026
Specific regular intervals	↻ Biannually
Ongoing or continuous work	∞
Varying time frame	△
Time frame to be defined	◇?

The time frame for a measure is specified next to it, in the second column of each table. The third column indicates which principles and goals a measure primarily serves.

The partners have committed themselves to jointly putting those steps into practice where a clear time frame was established. Other measures may be adopted by only some partners, depending on local constraints, needs, and contexts.

This collection of measures is not conceived as an exhaustive or definitive list, but rather as a living document. It is therefore subject to regular revisions.

Analysing, structuring, and controlling

Responsible: Alliance or university governance bodies and expert panels

Measure	Time Frame	Principles Served
Update the T4EU Multilingual Campus Strategy based on current needs, structural growth, and mid-term aims of the network. Publish the strategy on the T4E Website.	▶06/2024 MS 21	1 Promotion 6 Structure
Periodically revise the <i>T4EU Multilingual Campus Strategy</i> to develop goals and measures and adjust time frames.	↻ Annually; Biannually	All
<p>Perform an international needs analysis to determine the current and target state of</p> <ul style="list-style-type: none"> • common language practices in the Alliance universities, • students' and staff's languages and levels therein (linguistic diversity), • each university's degree of multilingualism, e.g. the number of languages that all or a certain percentage of graduates do and/or should speak and at which levels, • available linguistic resources, • human and financial resources, • current offer of language courses, intercultural training etc., • current language certificates and systems, and • the percentage by which the language proficiency of students and staff should be raised. <p>Make key findings widely available and repeat this assessment at regular intervals!</p>	↻ Annually / Biannually	1 Promotion 2 Language Learning 5 Research 6 Finances
Create and implement comprehensive language policies at partner universities to support multilingualism and plurilingualism, intercultural communication, language rights, and linguistic diversity.	◇	2 Language Learning 3 Culture & Diversity
Establish multilingual joint degree programmes between partner universities.	△	5 Programmes

Measure	Time Frame	Principles Served
Establish and implement a roadmap to include ECTS points for language courses in all study programmes as optional or required credits.	↻	1 Promotion 5 Programmes
Create physical spaces where students and staff can practice different languages.	◇	1 Promotion 2 Language Use
Encourage students and staff to become acquainted with a large number of Alliance languages. Achieve this through, pooled language offers, innovative, accessible course formats (language tasters, language awakening courses, survival courses, etc.), promotional efforts, and informal or festive events.	∞	2 Language Learning 5 Programmes
Ensure that all students and staff can confidently communicate in at least one foreign language (professional communication skills).	◇	2 Language Learning & Use 6 Structure 6 Human Resources

Communicating and motivating

Responsible: Public relations department, language professionals

Measure	Time frame	Principles Served
Design and create a T4EU Catalogue of Language Offers. This catalogue shall be published as a database on the T4EU website with filtering functions to allow university members and the public to easily view all language teaching and learning offers and find suitable learning options. Update the catalogue regularly.	▶12/2024 D 7.2 ↻ Annually	1 Promotion 2 Language Learning 5 Programmes
Add courses where English or another lingua franca which is not a local language serves as a medium of instruction to the T4EU Catalogue of Language Offers.	▶12/2025	1 Promotion 5 Programmes
Add (inter)cultural courses to the T4EU Catalogue of Language Offers.	▶12/2026	1 Promotion 2 Language Learning 3 Culture 5 Programmes

Measure	Time frame	Principles Served
Regularly advertise language and mobility offer making use of various communication tools such as, newsletters or informational texts, posters, videos. and social media posts.	∞	1 Promotion
Organise intercultural and language events open to Alliance members such as <ul style="list-style-type: none"> excursions, workshops, talks, language exchanges, cultural events & creative/expressive activities (e.g. art, theatre, literature, music, cooking, etc.) awareness raising events to build students' and staffs' own cultural and linguistic identity events where the speaking of different languages is encouraged or required 	Δ	1 Promotion 3 Culture
Conduct mandatory or optional workshops, summer camps, and events with multilingual games & activities for students and staff which provide a truly multilingual experience.	↻ Annually / Biannually	1 Promotion 2 Language Learning
Ensure that official communication such as websites, leaflets, documents, signage as well as information about university services is available in several languages wherever possible. Gradually translate existing documents into other Alliance languages.	∞	1 Promotion 4 Collaboration
Celebrate official language days such as the European Day of Languages or Mother Language Day. Alternatively, adapt the idea and establish and observe a T4EU Day of Languages.	↻ Annually / Biannually	1 Promotion 3 Culture
Elect and promote an Alliance Language of the Year.	↻ Annually	1 Promotion 3 Culture & Diversity

Language learning

Responsible: Language centres and language teaching professionals as well as researchers

Learning Offers

Measure	Time frame	Principles Served
Develop flexible multilingualism modules which can easily be integrated into new T4EU study programmes as well as existing national or transnational degree programmes.	▶ 2025 MS 157	5 Programmes

Measure	Time frame	Principles Served
Establish common language teaching standards pertaining to <ul style="list-style-type: none"> • language levels and skills • teaching content and learning goals • plurilingualism and language repertoires • (inter)cultural communication and learning • requirements and tests • certifications 	►2026	4 Collaboration 5 Research 5 Programmes
Continuously augment and improve language learning opportunities by <ul style="list-style-type: none"> • increasing the number of language courses taught, • increasing the number of language levels taught, • introducing new languages into the course programme, especially those spoken at the Alliance universities, • making offers available free of charge, and • ensuring that the language teaching institution are sufficiently staffed for tasks 	∞	2 Language Learning 5 Programmes 6 Human Resources
Raise cultural awareness & increase cultural appreciation through offers and events centring on (inter)cultural communication skills and strategies, cultural heritage and regional characteristics, and cultural diversity	∞	3 Culture & Diversity
Offer language support for teachers/professors who teach in or through a foreign language, i.e. by sharing good practices and materials, offering specific teacher training, and initiating joint courses/initiatives.	∞	5 Research & Innovation 6 Human Resources

Teaching and learning innovation

Measure	Time frame	Principles Served
Create a digital repository for (open source) texts, images, and audiovisual materials for language teaching and learning	►12/2024 MS 103	2 Language Learning 4 Collaboration 5 Innovation
Create an Alliance pool (database) of tests and test materials (teachers' best practice)	►12/2025	2 Language Learning 4 Collaboration 5 Innovation

Measure	Time frame	Principles Served
Produce original learning resources. Collaborate with all faculties and administrative units to obtain authentic, university-related materials.	∞	2 Language Learning 4 Collaboration 5 Innovation
Continuously implement new forms of language teaching initiatives and formats. Examples: <ul style="list-style-type: none"> • Joint cross university teaching/learning initiatives • Summer programmes and blended intensive programmes • Courses for teaching and administrative staff. • Languages learning opportunities linked to disciplines • Standardised courses taught at several alliance universities (e.g. Spanish B1) with joint projects where students from all universities can collaborate Each university should agree to offer at least 2 such initiatives per year.	∞	2 Language Learning 4 Collaboration 5 Innovation 5 Programmes
Develop innovative language learning incentives.	∞	5 Innovation
Improve continuous education for university language teachers through <ul style="list-style-type: none"> • offering joint courses or training for language teachers, • aligning and sharing good practices in language teacher education programmes, • sharing research on language teacher education, and • collaborating with CercleS, national language centre associations and similar networks. 	∞	5 Research & Innovation
Arrange regular open exchanges for the language professionals of all Alliance universities such as conferences and online-meetings.	►09/2024 ↻ Biannually	4 Collaboration 5 Research
Create an Alliance panel of language experts. Instate a controlling instance to observe trends and ensure equal participation (according to each university's ability) as well as diversity of offer.	►2024/25	5 Innovation 6 Structure

Testing, certification, and recognition

Responsible: Language professionals

Measure	Time frame	Principles Served
<p>Create and implement “language passport” to</p> <ul style="list-style-type: none"> keep a record of knowledge and skills, learning activities and ECTS in languages and intercultural communication, ease students’ ability to continue their language learning seamlessly during their mobility periods, and allow the mutual recognition of language learning achievements and the acknowledgement of a broad range of learning activities. 	<p>▶ 04/2025 MS 102 MS 125</p>	<p>1 Promotion (Motivation) 5 Programmes 4 Collaboration 4 Mobility</p>
<p>Award ECTS credits in all language courses. Work towards harmonizing requirements for the obtention of these credits.</p>	<p>▶ 2026</p>	<p>1 Promotion 5 Programmes 6 Structure</p>
<p>Install reward systems for staff members who successfully complete language courses, e.g.</p> <ul style="list-style-type: none"> Recording successes in personnel files Appreciating language proficiency in personnel decisions Allowing language course attendance during work hours 	<p>◊</p>	<p>1 Promotion 6 Structure 6 Human Resources</p>
<p>Award ECTS points for activities undertaken during the mobility period (exams, courses, workshops, etc.)</p>	<p>▶ 2026</p>	<p>1 Promotion 4 Mobility 5 Innovation</p>

Mobility


Responsible: International Offices

Measure	Time frame	Principles Served
<p>Offer a wide range of mobility formats for students at all T4EU alliance universities, such as networking visits, internships, study programmes, and programmes taught in a lingua franca.</p>	<p>∞</p>	<p>2 Language Use 4 Mobility 5 Programmes</p>
<p>Offer a wide range of mobility formats for all staff (researchers, teachers, lecturers, administrative and technical personnel) at all T4EU alliance universities, such as networking visits, teacher/lecturer exchanges, teaching best practice workshops, and research programmes and workshops.</p>	<p>∞</p>	<p>4 Mobility & Collaboration 5 Research & Innovation</p>

Measure	Time frame	Principles Served
<p>Support exchanges financially by</p> <ul style="list-style-type: none"> making information on financial support from member universities, the Alliance, or third parties readily available, granting direct financial aid, setting up sponsorship systems, providing information about or offering short-term accommodation, shared living, leisure and working spaces, as well as cultural activities. 	∞	<p>4 Mobility 6 Finances</p>
<p>Reward mobilities by</p> <ul style="list-style-type: none"> standardizing ECTS credits, certifying/offering ECTS credits for multilingual and multicultural experiences (informal learning formats), creating a points system for staff mobilities (recognition system), ensuring the possibility of credit-bearing internships at all partner universities, creating structured exchange networks (associated with training offerings), requiring exchanges for certain study programmes. 	◇	<p>4 Mobility 5 Programmes</p>
<p>Offer prizes for transnational collaborative research or best practices.</p>	▶ 2026	<p>1 Promotion 4 Collaboration</p>
<p>Identify a contact person/institution in charge of student & staff mobility assistance at each partner university and publish contact details on the T4EU Alliance platform</p>	▶ 2025	<p>1 Promotion 4 Mobility</p>

Research and collaboration

Responsible: Research institutions and language professionals

Measure	Time frame	Principles Served
Conduct collaborative research on language and intercultural teaching and learning such as <ul style="list-style-type: none"> • (Alliance) language education & resources • Teaching approaches • Plurilingualism and Multilingualism • Intercultural communication (including interculturality, transculturality, and its linguistic dimensions) • Language learning motivation and incentives 	∞	<i>5 Research</i>
Organise courses or exchanges (e.g. chat sessions, conferences) on this research.	 Biannually	<i>5 Research</i> <i>4 Collaboration</i>
Disseminate research findings in <ul style="list-style-type: none"> • Popular and scholarly Alliance publications • Research journals • Press publications • Social media 	∞	<i>1 Promotion</i> <i>5 Research</i>
Create and disseminate a glossary with definitions of key terms pertaining to multilingualism, plurilingualism, and intercultural communication.	▶ 2025	<i>1 Promotion</i> <i>5 Research</i>