

IPU's Internationalization strategy

As of July 2025

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Preamble

This updated Internationalisation Strategy, aligned with the Erasmus 2021–2027 priorities, reflects input from professors, academic and administrative staff, and the student body. It was approved by the Executive Board on 17 April 2020 and ratified by the Academic Senate on 24 April 2020, taking effect from 1 June 2020. Throughout the new programme period, this strategy will undergo regular critical review and refinement based on its outcomes.

The first evaluation—focusing on short-term planning for international project implementation—was conducted in spring 2024. This document captures the progress achieved as of July 2025.

a) Principle

Since its founding in 2009, the IPU Berlin has positioned itself as a new kind of Bologna-compliant university, committed to actively implementing the goals of the European Higher Education Area, Erasmus+, and the Erasmus Programme 2021–2027. This commitment is reflected structurally through its modular enrolment and recognition systems, adherence to ECTS principles, and the transparent use of transferable and creditable credit points. The IPU Berlin ensures the formalisation of mobility processes through the use of Learning Agreements prior to exchange periods, and by issuing Transcripts of Records and Diploma Supplements afterwards.

All mobility activities take place within the framework of formal agreements with partner institutions. These agreements clearly define the roles, responsibilities, and obligations of each party, including language requirements, thereby ensuring the application of shared quality standards in the preparation, admission, and integration of mobile students.

The IPU Berlin's approach to organising and implementing international cooperation projects is grounded in the principles of transparency, equity, efficiency, results orientation, evaluability, inclusion, and sustainability. The university and its staff are firmly committed to combating all forms of discrimination based on ethnicity, socio-economic background, religion, gender, sexual orientation, or age. Individuals with special needs receive targeted support, and the promotion of social skills and critical reflection on both conscious and unconscious biases is an integral part of the institution's educational mission.

Building on more than a decade of practice, the IPU Berlin continues to critically engage with unconscious communication barriers in international teaching and research. Through its global outlook and engagement, the university positions itself as an advocate for sustainable economies, democratic values, and open societies within the sphere of international higher education.

b) Self-conception

At the IPU Berlin, research and teaching focus on the intrapsychic, social, and cultural dimensions of human experience. Central to this work is a subject-oriented, interactional, and international approach that considers both conscious and unconscious determinants of human behaviour—particularly within groups, organisations, and societies at large.

Psychoanalysis serves as a key theoretical foundation, complemented by other scientific perspectives. This integrative and reflective approach to teaching and research is designed to support early-career scholars and practitioners, particularly in the context of a globally connected professional landscape that demands both scientific rigour and intercultural sensitivity.

Teaching and research at the IPU Berlin are internationally oriented and rooted in psychology and psychoanalysis, yet they are pursued within an ongoing interdisciplinary dialogue that includes sociology, political science, philosophy, cultural studies, and neuroscience. The incorporation of intercultural and transcultural perspectives plays a vital role in advancing knowledge across various subfields of psychology and in further developing psychoanalysis as both an applied social science and a cultural theory.

c) Fields of work

The guiding principles and foundations of the IPU Berlin are reflected in its core areas of scientific exchange, research, and teaching. The following fields of work represent key pillars of the university's internationalisation strategy—some are already well established and expanding, while others are new initiatives currently being developed.

Research at the IPU Berlin is structured around three central themes (as outlined in the research concept dated 12 May 2023).

The first research focus, *psychotherapy research and its foundations*, is deeply embedded in international contexts. It explores intercultural and transcultural dimensions and enjoys global academic reception. Research on supervision and training in clinical and institutional settings, also located within this domain, increasingly addresses intercultural issues and supports comparative international studies. These research efforts are both presented and recognised on international platforms.

The second focus area *examines cultural and social transformation processes*. Here, the IPU Berlin investigates the psychosocial effects of globalisation—such as acceleration, boundary dissolution, and emerging ideologies—in cooperation with international partners, including those from Brazil and various European countries. Research topics include migration, integration, and inclusion, all of which are approached from international and intercultural perspectives. Research, teaching, and publication activities in this area are often part of large-scale, international, and multi-centre projects.

Since 2016, the **Erich Fromm Study Center (EFSC)**—funded by the Karl Schlecht Foundation—has played a key role in this research field, focusing on social-psychoanalytic questions. The EFSC is also a hub for promoting emerging international scholars through initiatives such as an annual multi-day doctoral and postdoctoral seminar.

Closely linked to the EFSC is the university's work in *organisational research*, which explores the role of organisations in shaping and transforming society. International collaboration—particularly with partners from both within and beyond Europe—is essential for capturing cultural variation and the influence of different social conditions.

Also within this thematic field, *psychoanalytic research on sexuality and gender* engages with globally relevant questions of masculinity, femininity, trans*, and inter* identities, as well as evolving forms of sexuality (e.g. heterosexuality, homosexuality, paraphilia, pornography), in transdisciplinary research contexts.

The third research focus is *conceptual research*, particularly on psychoanalytic theories of subjectivity and epistemology. This includes international and interdisciplinary collaborations on the reconstruction of key psychoanalytic concepts, critiques of contemporary social and cultural phenomena, and reflections on the history of science.

Across all three research fields, *international trauma research*—with a particular focus on social trauma—plays a central role. Since 2013, this area has been firmly anchored in the IPU's research and teaching and is closely linked to projects on migration, integration, and inclusion. These efforts are conducted in partnership with international universities and organisations, with findings regularly disseminated through international

publications.

Building on this work, the IPU Berlin has also developed an interdisciplinary programme in *conflict and peace studies*, focusing on the psychosocial dynamics of conflict, collective and individual experiences of violence, and strategies for psychosocial conflict resolution. Regional emphases include the Balkans and the Middle East, with international collaboration fundamental to this research—such as through partnerships with organisations like the **International Dialogue Initiative (IDI)**.

International dimensions are also deeply embedded in all IPU degree programmes. For instance, the *Bachelor of Psychology* incorporates comparative cultural-psychological topics and introduces postcolonial perspectives within psychoanalysis. Intercultural and transcultural seminars are integral to Master's programmes such as *Cultural Studies*, *Leadership and Counselling*, and *Psychology with a Focus on Organisations*—the latter of which is designed as an inherently international course, currently welcoming students from four continents.

International exchange is fostered through various academic channels, including participation in the **STICS trauma network** (*Social Trauma in Changing Societies*), Erasmus programmes, visiting professorships, guest lectures, international research workshops, and academic conferences.

d) Selection of university partners

d.a) General criteria

Partnerships are established with institutions that demonstrate:

- a complementary teaching and research profile
- academic excellence and international visibility in research and teaching
- a shared interest in expanding curricula in alignment with the research priorities of both institutions
- a clear commitment to the principles of the Erasmus+ programme
- courses offered in German and/or English, and ideally also in French or Spanish

d.b) Specific criteria

In addition to the general criteria, the IPU Berlin seeks partnerships with institutions that:

- exhibit a strong thematic and methodological fit with the IPU's teaching and research areas
- are committed to transdisciplinary dialogue and the critical reflection of biases in international and intercultural exchange
- demonstrate academic strength in psychoanalytic and psychodynamic approaches, or in linking social theory with psychological research
- engage in capacity-building partnerships, particularly in education and research infrastructure
- are based in regions affected by social trauma, where psycho-social perspectives are particularly relevant
- intend to develop joint study programmes and degrees
- seek to establish or deepen teaching and research networks

e) Regions

The IPU Berlin's regional priorities are informed both by thematic relevance to its academic focus and by the

practical requirements of collaborative engagement, especially in capacity-building contexts. The university actively develops partnerships in the following regions:

- **Centres of Excellence** in psychoanalytic research and teaching, or institutions aiming to adopt such an approach, particularly in:
Europe: Belgium, Bulgaria, France, the United Kingdom, Greece, Ireland, Israel, Italy, the Netherlands, Austria, Switzerland, Scandinavia, Spain, Turkey
Overseas: Japan, Canada, the United States, and South American countries—especially Argentina, Brazil, Chile, and Colombia
- **Regions affected by social trauma**, including post-conflict societies, with a focus on:
The Balkans (including Bulgaria, Turkey, Greece along the migration route), as well as Israel, Palestine, and Sudan
- **Countries with overlapping academic priorities**, where there is strong potential for collaboration based on shared research interests:
Germany, Austria, Switzerland (D-A-CH), Taiwan, South Korea, Russia (particularly Moscow), and Ukraine
- **Countries seeking academic support in capacity building**, particularly in higher education:
China, Albania, Bosnia and Herzegovina, and Sudan

a) Overarching goal of the IPU Berlin

The IPU Berlin is committed to advancing mental health promotion at both national and international levels. Its work spans psychiatry, psychotherapy, counselling, and prevention, with particular attention to transnational and transcultural dimensions—especially regarding the conceptualisation of mental disorders and the global challenges posed by digital transformation.

b) Internationalisation of studies and teaching

- Expansion and further development of organisational and institutional analysis, supervision, and psychodynamic coaching in professional contexts shaped by globalisation and digital transformation
- Stronger international orientation in teaching to offer students across all disciplines a globally relevant academic experience
- Integration of international perspectives into the new Master's programme in *Clinical Psychology and Psychotherapy*, particularly through international internships and contributions from international lecturers, in accordance with new regulations for psychotherapy training
- Implementation of the newly developed Master's programme *Psychology Focusing on Organisation*, which explores global challenges through an expanded environmental lens and addresses the psychosocial impact of the digital transformation of work
- Expansion and internationalisation of further training in psychotherapy (depth psychology-based and analytical psychotherapy for adults, children, and adolescents via WIPU)
- Exploration and possible expansion of international teacher training programmes—e.g. in psychology for educators at German schools abroad

c) Internationalisation of research

- Expansion of personal and institutional international research collaborations through increased acquisition of third-party funding
- Strengthening of international perspectives in the cultural and social sciences—particularly in comparative studies on conflict dynamics influenced by ethnicity, culture, and religion, as well as the global challenges of climate change and environmental protection
- Long-term involvement of IPU researchers in international psychoanalytic discourses and institutions
- Financial support for participation in international academic conferences
- Increased visibility and international engagement of IPU's established strengths in political psychology, including topics such as the construction of belonging, global trends in authoritarianism, prejudice research, and environmental psychology

d) Structural anchoring of internationalisation

- Expansion of outgoing and incoming academic mobility at all levels
- Increase in the proportion of international students enrolled at the IPU Berlin
- Implementation of the principles of non-discrimination, transparency, inclusion and participation of students and staff in international projects
- Promotion of digitisation across all international projects and collaborations
- Commitment to environmentally sustainable practices in all activities

- Promotion of active civic engagement in all relevant activities
- Internationalisation of the psychotherapeutic outpatient clinic

a) Measures implemented by 2023

The International Office (IO) of the IPU Berlin commenced operations in July 2012, three years after the university was founded. Since then, the IO has facilitated over 1,500 grants and mobilities through international cooperation projects and successfully implemented a broad range of programme lines.

Since 2014, the IPU has participated in the Erasmus+ programme to promote mobility among all university members—initially via the KA103/131 programme line, and since 2016 also via KA107/171. Over time, the IPU has built an extensive Erasmus+ partner network comprising 23 universities in programme countries and five in partner countries. Further partnerships were established in 2019 with Universidad Católica de Córdoba (Argentina), in 2020 with Universidad de los Andes (Colombia), and Universidad Andrés Bello (Chile).

Since 2013, the IPU has participated in the PROMOS funding programme of the German Academic Exchange Service (DAAD), providing financial support for internships and study trips outside Europe. Additional participation includes STIBET I (since 2014) and STIBET III (since 2021), supporting international students.

A key focus of the IO has been building an international network around "social trauma", particularly in the Balkan region. Since 2014, annual projects have been realised within this network, now comprising ten universities, supported by DAAD funding. This has included eight international summer/dialogue schools with over 500 participants and multiple academic publications featuring leading researchers worldwide.

The IPU has also been active in supporting refugee students and scholars, co-founding the German section of the international Scholars at Risk network. The university has successfully submitted two applications through the Philipp Schwartz Initiative. Since 2016, the IPU has participated in the DAAD "Welcome" programme and supports the student initiative "Students Helping Refugees (StuFen)".

Since its foundation in 2009, the IPU has also been a member of the International Doctoral Colloquium for Psychoanalytical Research, in cooperation with German and Austrian universities.

In accordance with the 2020 internationalisation strategy, short-, medium-, and long-term measures were outlined to advance internationalisation in studies, teaching, research, and structural development. The following short-term measures had been implemented by September 2023:

a.a) Internationalisation of studies & teaching

- Expansion of the **EU partner university network** according to qualitative criteria (see 1.d) in the IPU-specific target countries (see 1.e). Between 2020 and 2023, six new partnerships were established with:
 - Tallinn University (Estonia)
 - University of Applied Sciences Wiener Neustadt (Austria)
 - ISCTE – University Institute of Lisbon (Portugal)
 - Alpen-Adria University Klagenfurt (Austria)
 - University of Belgrade (Serbia)
 - Bilgi University (Turkey)
- Establishment of a **network with universities outside the EU** that offer psychodynamic/psychoanalytic programmes; first priority: USA, UK, Switzerland, also Latin America (especially Argentina, Brazil, Chile, Colombia), Russia. Between 2020 and 2023, partnerships were formed with:
 - Universidad Católica de Córdoba (Argentina)
 - Universidad Andrés Bello (Chile)

- Universidad de los Andes (Colombia)
- Ahfad University for Women (Sudan)
- Expansion of the **use of Erasmus lecturers** in the BSc Psychology and MA Cultural Studies programmes:
 - No Erasmus lecturers taught in the BSc Psychology programme; however, three international professors (Mark Solms, Heidi Levitt, Christopher Muran) conducted four seminars.
 - No Erasmus lecturers were involved in the MA Cultural Studies due to an ongoing revision of the programme, with future integration planned.
- **Implementation of the first online teaching formats** (test phase), also on an international level, e.g. international summer school as part of the "Social Trauma in Changing Societies" project
 - In 2022, an international summer school on the topic of "Screening the Scars - The (In-)Visibility of Social Trauma" was held online. Online courses by international experts are offered in Module 4 and Module 8 of the MA Psychology with a clinical focus (English Track).
- Close **collaboration in the new Master's programme** "MA Psychology focusing on Organisation. Transformation Processes in Work, Society and Environment" with universities in Austria and Switzerland
 - Prof. Dr Ralph Sichler. Head of the Institute for Management and Leadership Development at the University of Applied Sciences Wiener Neustadt, is a lecturer for the "Leadership and Management" seminar. While no formal teaching exchange exists with Switzerland. Prof. Dr Julia Nentwich (University of St. Gallen) has been appointed to the IPU's scientific advisory board.
- Integration of at least one **English-language course** per module across all psychology programmes each semester
- **Promotion of outgoing staff teaching assignments (STAs)**: Staff authorised to participate in Erasmus+ teaching mobilities during the semester, provided home teaching obligations are met
- Establishment of an international DAAD guest lectureship for one to two semesters at a time, to be filled by outstanding lecturers
 - In the winter semester 2021/22, Prof. Dr Roger Frie (Canada) took on a DAAD-funded guest lectureship and taught in the Bachelor of Psychology, the Master of Psychology and the Master of Leadership & Counselling. In the same semester, Prof. Mark Solms (South Africa) was the first guest lecturer to open the DAAD-funded "Horst Kächele Guest Chair" at the IPU Berlin. He was followed in the summer semester 2022 by Prof. Dr Heidi Levitt (Boston, USA) and in the winter semester 2022/23 by Prof. Dr Christopher Muran (New York, USA). In the summer semester 2023, Prof. Dr Mark Solms returned to the IPU to conclude the project as the last guest lecturer.

a.b) Internationalisation of research

- **Mapping of international research collaborations**, published on the IPU website
- **Publications of the "Social Trauma" network**
 - Hamburger, A. (Ed.). (2024, in press). Screening the Scars. The Cinematic (In-)Visibility of Social Trauma. London: Karnac.
 - Hamburger, A., Hancheva, C. & Volkan. V. (2022). Soziales Trauma – Ein interdisziplinäres Lehrbuch. Heidelberg: Springer.

- Hamburger, A., Hancheva, C. & Volkan, V.D. (Hrsg.) (2020). Social Trauma - An Interdisciplinary Textbook. Springer Verlag.
- Hamburger, A., Hancheva, C., Özcürümez, S. & Scher, C. (Hrsg.) (2019). Forced Migration and Social Trauma - Interdisciplinary Perspectives from Psychoanalysis, Psychology, Sociology and Politics. Routledge Verlag.
- Hamburger, A. (Ed.) (2018). Trauma, Trust, and Memory: Social Trauma and Reconciliation in Psychoanalysis, Psychotherapy, and Cultural Memory. Routledge Verlag.
- Conceptualisation and implementation of **international exploratory workshops** and exhibitions with international artists, e.g. the exhibition "We remember. We resist" with works by thirteen Syrian artists on excessive violence and the use of chemical weapons in Syria. This project, presented as part of the IPU Annual Conference 2024, was carried out in collaboration with #DoNotSuffocateTruth, The White Helmets, and Women Now for Development.
- **Planned expansion of the "Social Trauma" research network to the MENA region and Israel/Palestine**
While the expansion has not yet been realised due to current political circumstances, the IPU continues to maintain existing academic and institutional contacts in the region to allow for the project to be resumed at a later date.
- **Increase in international academic staff**
 - Labour market limitations hindered recruitment by nationality. Future hires will prioritise international candidates with equivalent qualifications.
- **Expansion of binational supervision of international PhDs and postdocs**
 - Ongoing: UK (3), Austria (2), Switzerland (1), Brazil (1)
 - Completed: Brazil (1), UK (1), Austria (3), Switzerland (2), USA (1), South Africa (1), Turkey (1)

a.c) Structural anchoring

- **Continuation of the Buddy Programme** for foreign students
 - Designed to ease the transition into academic and social life at the IPU, the Buddy Programme has continued since 2020, even throughout the COVID-19 pandemic. Five student assistants have served as study buddies during this time. In the winter semester 2022, the number of international students increased significantly due to the presence of two cohorts in the MA Psychology (English Track). In response, the IO plans to appoint at least three additional buddies in the winter semester 2023.
- **Continuation of the mentoring programme** for foreign students to ensure the successful completion of their studies
 - From the winter semester 2020/21 through winter semester 2022/23, twelve international students served as mentors, providing academic and personal guidance to peers. This peer-led support significantly contributed to the success and well-being of participating students.
- **Potential recognition of mentoring** as an internship or via ECTS credits
 - Efforts to formally recognise voluntary mentoring (e.g. through ECTS credits or internship classification under supervision of a licensed psychologist) have proven impractical due to new licensing regulations. A future solution may involve recognising the mentoring activity as an elective course. However, this would require formal changes to the curriculum, subject to approval by the programme coordinator, the study commission, the Academic Senate, and the Berlin Senate Administration.

- **Promotion of sustainable travel practices**
In line with the IPU's climate protection goals, business travel expenses are reimbursed only for rail journeys under six hours, encouraging environmentally friendly travel.
- **Advancement of diversity and gender inclusion**
 - The IPU has developed a diversity mission statement and gender equality plan. A faculty working group addresses issues of gender inequality through dedicated coursework. In collaboration with international partners and supported by research, the International Office has devised a new diversity strategy to better support students from minority or marginalised backgrounds, with attention to varied social identities and learning needs.
- **Targeted support for inclusion, integration, and minority rights during mobility programmes**
The International Office provides project-based support to address challenges related to inclusion, discrimination, and integration that may arise in the context of student or faculty exchange.
- **Conditional cooperation with partner institutions**
Partnerships may be terminated in cases of recurring concerns regarding inclusion, integration, or transparency that cannot be resolved.
- **Non-discrimination and inclusion as binding admission criteria for Erasmus+ activities**
- **Climate neutrality goals and offsetting CO₂ emissions**
 - Although the IPU is not yet participating in a certified ClimatePartner programme, a Climate Protection Working Group ("AG") was established in 2022. Its goal is to improve sustainability in teaching, research, operations, communications, and campus life.
- **Expansion of the "Green IPU" initiative**
 - Launched in response to international climate demonstrations, Green IPU is a student and staff-led initiative aimed at fostering sustainability at the university. Activities include awareness campaigns and efforts to reduce electricity and paper consumption.
- **Digitisation of Inter-Institutional Agreements (IIAs)**
 - Fifteen of the IPU's European partner universities have approved or are currently processing digital IIAs via the Erasmus+ Dashboard. Remaining partners are expected to complete this process by December 2023. Some institutions, such as Alpen-Adria University Klagenfurt, have yet to adopt the necessary technical infrastructure for digitalisation.
- **Use of Online Learning Agreements (OLAs) for all student mobilities**
 - Since summer semester 2023, all outgoing students in the student mobilities for study purposes (SMS) stream have used OLAs. For student mobilities for internship purposes (SMPs), the OLA tool is not yet compatible; as a result, older formats remain in use. Discussions are underway with the Office of Student Affairs to digitise all processes relating to Learning Agreements in the near future.
- **Improvement of English-language proficiency among administrative staff**
 - Administrative personnel in student-facing roles are expected to achieve at least A2-level English competence. This initiative is currently ongoing.
- **Support for language development**
Subject to funding availability and prior approval, the IPU reimburses course fees for language training. Participation in these courses is counted towards working hours.

- **Professional training for internationalisation**

The university encourages administrative staff to take part in targeted training aimed at promoting internationalisation on campus.

- **Digital infrastructure for teaching and research cooperation**

Work is underway to create secure systems for the transfer of large data volumes between the IPU and its international partners, in compliance with data protection regulations

b) Planned measures

The following outlines reflect the planning status as of September 2023. Please note that some measures may require approval from the Supervisory Board of the IPU gGmbH Berlin before implementation.

b.a) Internationalisation of studies & teaching

b.a.a) Medium-term goals (by 2025; the highlighted text is under review and will be updated soon.)

- **Development of an English-language Master's programme in Work, Environment, Society**

- In response to global challenges such as climate change and digital transformation, the IPU launched a new interdisciplinary MA Psychology with an Organisational Focus that deals with topics relating to transformation processes in the context of organisational, environmental, and health psychology and related fields. Teaching for this programme began in the winter semester 2023/24.

- **Establishment of an Erasmus Mundus Joint Master's Programme with universities from at least four other countries, including application for corresponding funding from the EU and/or international cooperation with a partner university on a double-degree programme:**

- From 2021 to 2023, the IPU coordinated an Erasmus Mundus Design Measures project, collaborating with seven international universities to develop a joint European Master's programme in Social Psychology: IPU Berlin (Germany, coordinator), University of Padua (Italy), ISCTE - University Institute of Lisbon (Portugal), University of Tallinn (Estonia), University of Nis (Serbia), University of Banja Luka (Bosnia-Herzegovina: Republika Srpska), University of Sarajevo (Bosnia-Herzegovina: Federation).
- In February 2024, the IPU submitted a full application for the Erasmus Mundus Joint Master's programme titled SPOT – Social Psychology of Transformation – Understanding and Mastering Social Change. A decision is expected in August 2024.

- **Joint courses with universities in Israel/Palestine (Political Psychology/Peace and Conflict Studies)**

The development of joint courses in this field has been paused due to the current political climate. A continuation of this significant initiative is intended for 2025 via existing academic contacts in the region.

- **Development of a double degree MA programme in psychodynamic psychology/psychotherapy**

The programme is expected to be developed with partner institutions in France, Belgium, or Italy and may be funded by the DAAD or DFH.

- **Exploration of a binational MA programme in Political Psychology**

A compact, one-year international programme (60 ECTS) in Political Psychology is currently under consideration, in cooperation with universities in Switzerland and beyond.

- **Organisation of annual or biennial summer schools abroad**

The IPU plans to hold regular summer schools in key student recruitment regions, in collaboration with local partner universities.

- **Development of an online psychology course for Afghan students (BA or MA level)**

- In collaboration with a partner institution in Afghanistan, the course would include peer-to-peer support by IPU students and be financed by BMZ and GIZ. However, the project is on hold due to the current political risks, especially concerning the exclusion of girls and women, and safety concerns for participants within Afghanistan.
- **Strengthening partnerships with universities in Argentina and Colombia**
The university aims to deepen cooperation in psychoanalytic study programmes with partner institutions in these countries.

b.a.b) Long-term goals (by 2027)

- **Expansion of services at the Psychotherapeutic University Outpatient Clinic for Berlin's international community**
English-language therapy sessions will be recorded (with consent) and used for teaching and research purposes, including theses and workshops.
- **Development of joint/double degree MA programmes with Latin American universities**
Emphasis will be placed on institutions in Argentina.
- **Creation of an English-language structured doctoral programme**
- **International extension of continuing education programmes**
These will be designed in close cooperation with international academic training centres.

b.b) Internationalisation of research

b.b.a) Medium-term goals (by 2025)

- **Enhanced visibility of research networks**
IPU research networks will be linked with partner institutions' websites. Selected student theses and collaborative publications will be made publicly accessible.
- **Expanded collaboration with Israeli institutions**
Further workshops will be planned in the field of psychodynamic peace and conflict research.
- **Broader integration into international research networks**
The IPU aims to expand its current partnerships and join new networks, such as AIEDEM (Asociación Internacional para el Estudio y Desarrollo de la Mentalización) and the International Association of Neuroscience (IAN).

b.b.b) Long-term goals (by 2027)

- **Creation of a structured dissertation programme with Austria and Switzerland**
- **Development of additional structured PhD collaborations**
Future partnerships may include universities in Chile, Austria, Belgium, and France.
- **Establishment of an English-language PhD programme**
Building on the PSAID programme, the new structure will incorporate a broader range of topics and methodologies.
- **Creation of an International Clinic**
As part of the IPU outpatient services (WIPU), the clinic will serve as a research site focused on psychotherapy, migration, displacement, and social trauma.
- **Establishment of third-party funded research collaborations**

b.c) Structural anchoring

b.c.a) Medium-term goals (by 2025)

- **Implementation of the UNESCO Declaration on Cultural Diversity**
The focus will be on creating interculturally inclusive education across all areas of the university.
- **Internal communication and engagement on Erasmus+ Social Participation**
Cross-status and university-wide discussions will explore the benefits and opportunities of the Erasmus+ framework.
- **Raising the English proficiency of administrative staff with student-facing roles**
The aim is to bring staff to a minimum B1 level.
- **Introduction of the European Student Card (ESC)**
- **Recognition of civic engagement through a credit-based system**
Activities in civil society may earn ECTS credits that contribute to students' degree programmes.

b.c.b) Long-term goals (by 2027)

- **Joint postgraduate training in psychotherapy**
The university plans to expand collaborative training with partner institutions.
- **Creation of an international IPU representative network**
This would consist of alumni or officially designated "IPU ambassadors" with special rights and responsibilities.
- **Improvement of teaching staff's English skills**
The IPU aims to ensure teaching staff reach at least B2/C1 level, with support for external and internal language training.
- **Full digital processing of Erasmus+ mobility procedures**
All related processes will be handled via the Erasmus+ Dashboard and the Online Learning Agreement system, including automatic credit recognition.