

INTERNATIONALIZATION at ENSAI

2025-2030 Strategy

Foreword

In a national, European and international context characterized by a rise in protectionist tendencies and a resurgence of nationalism, ENSAI resolutely defends the importance of internationalization in the higher education and research sectors. ENSAI's internationalization strategy emphasizes its commitment to openness, dialogue, and exchange at European and international levels, while taking into account issues of national and European sovereignty. ENSAI is committed to developing an accessible and sustainable approach to internationalization.

This approach is in line with the commitments and fundamental values promoted by ENSAI, GENES, the French Republic and the European Union, in particular:

- Excellence as a driving force
- Social and environmental responsibility
- Combating all forms of discrimination
- Inclusion in favor of equality, including gender equality, disability, and support for students with fewer opportunities
- Promoting the values and principles of the French Republic, notably equality and secularism
- Promoting the European values set out in Article 2 of the Lisbon Treaty and in the Charter of Fundamental Rights of the European Union

The 2025-2030 strategy is intended to be comprehensive and cross-functional, touching on all aspects of the institution and involving all members of the ENSAI community. It aims to define the objectives that will support the school's ongoing development by enhancing its attractiveness and carrying out targeted actions to this end. This approach builds on the previous strategy, while implementing new actions that incorporate changes in the local, national, European, and international context. It aims to develop joint actions with the University of Rennes while maintaining the strong cooperation that exists with GENES, notably ENSAE Paris and CREST. As conceived by ENSAI, internationalization should enrich the school's academics, research, and development, for the benefit of its students and staff.

The 2025 - 2030 version of ENSAI's internationalization strategy incorporates the internationalization objectives set out in the GENES Contract of Objectives and Performance (COP) for the 2022-2026 period, in particular the development of courses taught in English for non-Francophone students, to diversify recruitment abroad while at the same time promoting the French language and culture. It also incorporates the recommendations and constraints linked to internationalization as defined by the *Commission des Titres d'Ingénieurs*.¹

In addition to internal reference documents, the 2025-2030 strategy integrates elements of a national framework, as described by the "Choose France" strategy², launched in 2018. The national strategy sets ambitious goals for French higher education institutions, particularly in terms of welcoming international students and improving attractiveness. The "*Bienvenue en France*" label³, initially awarded to ENSAI in 2020 and renewed in 2024 with three stars, is a foundational element of the school's welcome strategy. It demonstrates the school's commitment to facilitating international student integration and supporting their success.

In the European context, ENSAI adheres to the European Commission's initiatives to promote cooperation and integration of higher education on a European scale. The Erasmus+ program, in

¹ https://www.cti-commission.fr/wp-content/uploads/2024/03/RO_Referentiel_2024_VD2.pdf

² <https://www.enseignementsup-recherche.gouv.fr/fr/bienvenue-en-france-la-strategie-d-attractivite-pour-les-etudiants-internationaux-49178>

³ <https://www.campusfrance.org/fr/le-label-bienvenue-en-france>

particular, plays a central role in the school's internationalization strategy. The "Erasmus Charter for Higher Education"⁴ (ECHE) is a central pillar of European programs, which informs how ENSAI prioritizes actions to be carried out in favor of internationalization.

The 2025-2030 internationalization strategy sets three main priorities:

1. The internationalization of ENSAI's academic offering
2. The internationalization of research at ENSAI
3. The internationalization of the ENSAI community

Objectives, with specific actions and expected results, are defined for each priority. They are detailed in Appendix 2 of the present document.

The implementation of this strategy is the responsibility of the Director of International Relations and Humanities, who manages it with the Director of ENSAI and the heads of the school's various departments. A management chart, including performance indicators and an implementation schedule, will be used to monitor the actions undertaken. An annual review of the internationalization strategy will be carried out by ENSAI's Management Committee (*Comité de Direction élargi*) to assess progress and, if necessary, modify objectives.

⁴ <https://erasmus-plus.ec.europa.eu/fr/resources-and-tools/erasmus-charter-for-higher-education>

I. The Internationalization of ENSAI's Academic Offering

As part of its 2025-2030 internationalization strategy, ENSAI aims to strengthen its course offering taught in English, in line with the objectives of the GENES COP. As English is the *lingua franca* for research and Master's-level courses in Europe, finalizing the introduction of an English-taught path in ENSAI's Engineer Statistician and Data Science program remains the school's top priority.

Offering ample courses taught in English is a prerequisite for the school's ability to welcome European exchange students and non-Francophone, degree-seeking international students. In addition, offering courses in English enables the school to pursue the development of *Internationalization at Home*, promoting the development of soft skills⁵ related to international competencies.

The integration of mobility periods into the curriculum is also an essential part of the school's internationalization process. Improving communication with students and enhancing the support ENSAI offers them will reinforce the quality of our academic programs. In addition, the stability and clarity of ENSAI's academic offering are key elements of our international strategy, making it easier to welcome international students and to implement exchange and double degree agreements with our current and future partners.

The priority objectives and planned actions for the internationalization of ENSAI's academic offering are to:

1. Pursue and improve the internationalization of ENSAI's academic programs:
 - a. Finalize the introduction of an English-taught Master's-level track within the Engineer Statistician and Data Science program, drawing on the development of innovative teaching resources where appropriate.
 - b. Integrate international benchmarking into program evaluation and development
 - c. Make the development of intercultural skills more visible within the school's programs
 - d. Finalize the integration of different types of international mobility into the school's programs
 - e. Improve support for outgoing international student mobility, in particular to make international mobility more accessible and environmentally friendly
 - f. Continue to develop partnerships in favor of inbound and outbound mobility, while consolidating existing partnerships, including the development of summer schools
2. Accompany the transition of the INSEE civil servant program toward the *diplôme d'ingénieur*
 - a. Anticipate constraints linked to the introduction of the *diplôme d'ingénieur* for civil servant students
 - b. Continue to develop mobility partnerships tailored to the profile of students in "Official Statistics" programs, in particular by drawing on the EMOS network⁶ and existing partnerships between INSEE and other NSIs.
3. Stabilize ENSAI's academic programs to facilitate the development of international agreements
 - a. Establish an internal program evaluation timetable that enables programs to evolve in a predictable manner, making ENSAI's academic offering more stable and clearer to international partners.

⁵<https://www.oecd.org/fr/topics/sub-issues/global-competence/pisa-2018-global-competence.html>

⁶<https://cros.ec.europa.eu/book-page/emos-programmes-across-europe-0>

- b. Involve Systematically the International Relations Department in discussions concerning program changes to evaluate the impact of changes on international agreements, particularly in terms of double degrees.

II. The Internationalization of Research at ENSAI

CREST-ENSAI, the laboratory to which the majority of ENSAI's teaching and research professors belong, is already highly internationalized, as evidenced by the publications of its researchers in leading scientific journals. This international visibility reflects the quality of the institution and contributes to its scientific influence.

The internationalization of research at ENSAI is mainly supported by individual collaboration, and the absence of strategic partnerships at the laboratory level is a potential area for improvement. This type of partnership could facilitate exchanges, with invitations for foreign researchers, mobility of PhD students, and the possibility of teacher exchanges. The quality and growth in the number of researchers affiliated with CREST-ENSAI make it relevant to explore strategic partnerships to enhance international collaboration. Setting up a strategic partnership could boost the visibility of the school and its research, and facilitate the participation of ENSAI researchers in European programs.⁷

The excellence of CREST-ENSAI's research should enable ENSAI to play a key role in raising the profile of the Rennes's higher education and research environment in the fields of Economics and Statistics. To achieve this, it will be necessary to draw on the research activities of the University of Rennes and its associated laboratories, while exploring new ways of working together. The integration of an international component to locally organized seminars and hosting visiting scholars are assets that will contribute to this.

The excellence of CREST-ENSAI's research also relies on its ability to attract and retain talent. To this end, the school must continue its efforts to improve its research environment and reach international standards in this field. It must facilitate the recruitment of doctoral students and post-docs, thus giving researchers access to the human resources essential to their work. Finally, the attractiveness of teaching and research posts could be enhanced by a GENES policy to make the career opportunities offered at ENSAI more visible internationally, as well as the prospects for developing these careers within the group, in order to consolidate the recruitment of top-level, internationally recognized scholars.

The priority objectives and planned actions for the internationalization of ENSAI's research are to:

1. Identify strategic international research partners
 - a. Examine the relevance of fostering and structuring strategic research partnerships, drawing on existing academic partners and individual research collaborations
2. Boosting participation in European Union funded research projects
 - a. Reinforce the promotion of European projects and funding with the aim of obtaining more funding and gaining greater visibility
 - b. Explore possible synergies with Université de Rennes (EPE) partners in European projects
3. Take on a leadership role in making the research environment in Rennes more internationally visible
 - a. Play a leading role in raising the profile of Rennes-based research in the fields of Economics and Statistics, in collaboration with the University of Rennes (EPE) and the local ecosystem
 - b. Promote the existing "visiting professors" policy and promote communication around guests

⁷https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe_en

- c. Include an international component in seminars organized in Rennes
- 4. Work towards an international research ecosystem
 - a. In conjunction with GENES, implement policies to encourage the recruitment of (international) doctoral students and post-docs at ENSAI
 - b. In conjunction with GENES, improve career visibility for ENSAI research professors
 - c. Continue to structure international mobility at the PhD level, drawing on funding from the Doctoral school and the Erasmus+ program.

III. The Internationalization of the ENSAI Community

The 2025-2030 strategy takes a cross-functional approach to internationalization that implicates the entire ENSAI ecosystem. Creating a welcoming working and learning environment for the entire community, including international students, is a central priority.

To achieve this objective, the school must implement several strategic actions. In particular, it must pursue its continuing education programs for personnel to encourage the development of the intercultural linguistic skills needed to welcome, integrate, and train staff and students from diverse backgrounds. In addition, the school must continue to invest in the development of IT tools to guarantee their accessibility, particularly in regards to language, while ensuring their security.

Particular attention is paid to the continuous improvement of the welcoming policies and processes implemented at ENSAI, whether for staff or international students. The school is pursuing improvements based on relevant standards, such as those of the "*Bienvenue en France*" label and the CTI. Procedures for international staff, whether administrative or teaching, will receive particular attention to optimize clarity and efficiency, joining efforts by the Human Resources department and the Euraxess Pole⁸ of the Rennes Center for International Mobility.⁹

The success of ENSAI's cross-functional internationalization strategy depends on its ability to promote international openness and convince current and future members of its community of the relevance and added value of this approach. Ongoing internal and external communication efforts are aimed at promoting the school's internationalization, thus enhancing ENSAI's visibility and recognition on the international scene.

The priority objectives and planned actions for internationalization of the ENSAI community are to:

1. Continue education for personnel
 - a. Promote and encourage continuing education for ENSAI's administrative and teaching staff by offering specific training related to internationalization
2. Define an institutional linguistic policy to promote bilingualism
 - a. Establish a school language policy to set a clear framework for the use of English and French at ENSAI in teaching, communication, research, and administration
 - b. Cultivate a bilingual French/English environment on the premises
 - c. Upgrade IT tools and internal processes to ensure bilingual accessibility
3. Strengthen policies to welcome all of ENSAI's international populations
 - a. Evaluate practices and policies relating to the intake of international staff, identify areas for improvement, and implement an action plan to improve intake and integration processes, particularly for international professors
 - b. Use the criteria of the "*Bienvenue en France*" label as a basis for continuous improvement in welcoming international students
 - c. Support the development of the services and skills of the Rennes Center for International Mobility and its Euraxess services

⁸<https://cmi.univ-rennes.fr/euraxess-services>

⁹<https://cmi.univ-rennes.fr/>

4. Integrate internationalization issues into the new Student Life division
 - a. Take into account the specific needs of international students, including issues of integration, social services, and housing
 - b. Carry out specific actions aimed at international students, in collaboration with the International Relations and Humanities Department
5. Pursue efforts to promote ENSAI's internationalization efforts
 - a. Highlight ENSAI's various forms of internationalization in the school's communications, both to the ENSAI community and to the general public
 - b. Improve the involvement of international alumni, particularly those who have joined the school as part of a double degree program
 - c. Integrate internationalization into ENSAI's corporate strategy
 - d. Coordinate and improve the support offered by the Communication and External Relations Department and the International Relations and Humanities Department for international internships
 - e. Study the support needs of international students to facilitate their integration into the professional world