



Strategic Internationalisation of German Universities



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CAMINOS Study Visit
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1. HRK-EXPERTISE Internationalisation: Premises and goals

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HRK Internationalisation Strategy (2008)

- Universities as transnational stakeholders
- Internationalisation:
 - holistic endeavour which concerns all levels and status groups
 - no end in itself: targeted and quality-oriented approach
 - custom-fit measures, not one size fits all
- Internationalisation requires professional Management
→ strategic course of action: responsibility for heads of universities

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HRK-EXPERTISE Internationalisation

The project supports German universities in creating the necessary conditions for successfully enhancing their institutional internationalisation

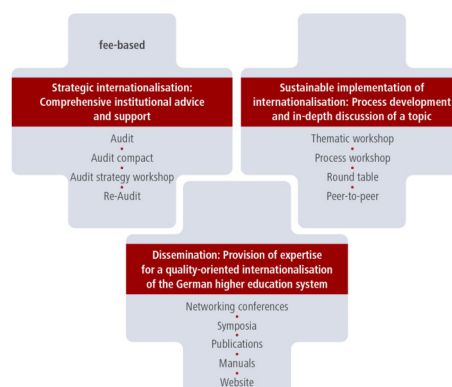
- by providing advice to develop and refine institutional internationalisation strategies
- by supporting universities to work on selected topics of internationalisation in greater depth as well as to implement concrete measures of internationalization
- by identifying and disseminating examples of good practice, promoting the exchange of knowledge and experience and encouraging networking and cooperation within the German higher education system as a whole

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Service Portfolio



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2. HRK-Audit: Conceptual framework and key objectives

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Concept

The set of Audit instruments

- represent structured advisory service tools to HRK member institutions
- help universities to systematically assess and (further) develop their internationality and internationalisation strategies (→ self-evaluation-report)
- 9-12-months process, carried out by a project group of the university and external experts (→ audit-visit as pivotal element!)
- peer review process and quality management tool
- ≠ ranking, ≠ accreditation!
- custom-fit concept:



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Impact and Benefits

The Audit instruments offer

- external view and expert recommendations
- an assessment of the university's status quo of internationality
- an evaluation of current internationalisation activities and their effectiveness and fitness for purpose
- the identification of the university's internationalisation goals
- the (further) development of an internationalisation strategy
- recommendations for specific measures in defined fields of action

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Guiding Principles

The Audit instruments are...

- ...voluntary & independent
- ...flexible & tailored to each university's needs
- ...confidential & holistic

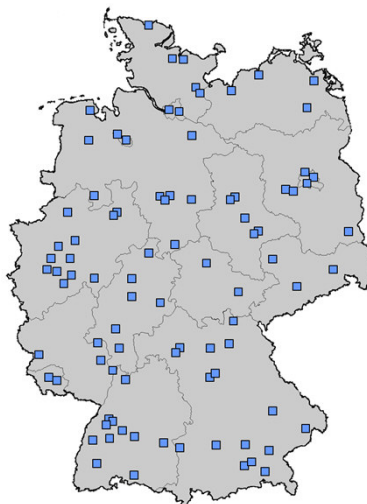
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Participating Universities 2009-2018

- 84 German HEIs have completed the Audit so far
- 5 HEIs are currently participating in the Audit
- Since the beginning of the project (2009) more than 180 universities have applied for participation



3. Strategic internationalisation: Selected findings and recommendations

Fields of Action

The Audit consultancy services consider concrete recommendations for measures in **five fields of action** including all dimensions of the institution:

1. Strategic Framework
2. Governance
3. Study & Teaching
4. Research & Knowledge Transfer
5. Advice & Support

1. Strategic Framework

- communicate the added value of an institutional internationalisation strategy to all university members
- integrate the internationalisation strategy closely with the overall strategy of the institution
- reflect, discuss, and define internationalisation goals also on faculty level
- enhance communication, coordination and solution of conflicts of objectives

2. Governance

- stimulate internationalisation mainstreaming
- expand quality management
- implement internationalisation strategy systematically
- foster engagement through suitable incentives
- enhance marketing activities and external visibility

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3. Study and Teaching

- take an holistic approach to Internationalisation@home
 - internationalise curricula/contents
 - implement internationalisation in human resources and facilitate the employment of international staff
- implement a language policy
- address (supposed) impediments to outgoing mobility
 - facilitate mobility (implement mobility windows, simplify procedures, offer mobility stipends,...)
 - Ensure credit recognition (make recognition rules and procedures transparent, stick to learning agreements,...)
- improve study success of international students

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4. Research and Knowledge Transfer

- plan research strategically: keeping international perspective in mind
- enhance administrative support structures for international research cooperation
- implement support structures for international early stage researchers, including Post-Docs
- encourage researchers' mobility

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5. Advice and Support

- implement an "international campus"
- address internationalisation of administrative staff
 - provide means to foster intercultural competence
 - stimulate acquisition of foreign language skills among administrative body
 - enhance staff mobility through internal and external mobility programmes
- offer language courses for international and national students
- internationalise the institution's career services

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In a nutshell

- internationalisation **requires investment**: funds need to be set aside for internationalisation specifically
- internationalisation **takes time**: sustainable resource management; legal and administrative flexibility (hiring policies, documentation for visas)
- internationalisation **demands a joint local effort**: university leadership needs leeway for strategic decision-making; all stakeholders need to cooperate

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**Thank you for your
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Questions? Comments?

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