

HRK



HRK-Audit
Internationalisierung

Developing the Quality of Internationalisation: The Audit "Internationalisation of Universities"

National Conference
"Internationalisation of Higher Education"
Ljubljana, 2nd February 2011

Member Institutions

The **German Rectors' Conference** is the voluntary association of state and state-recognised universities and other higher education institutions (HEIs) in Germany.

The HRK currently has **264 member institutions** which account for 96 per cent of matriculated students in Germany.



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Mission



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- Provide member institutions with information and service
- Formulate and represent common positions on questions of higher education policy
- Advise political and administrative bodies of the federation and the states
- Provide the public with information
- Engage in international cooperation

Internationalisation of Universities: hypotheses



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- In the 21st century only an internationalised university will be able to meet societal expectations, actively shape the globalisation process and guarantee its own competitiveness.
- It will be essential that each and every university, building on its mission and its profile, develops a comprehensive internationalisation strategy, that aims to achieve the **transnationality** of the university as a whole.

Internationalisation of Universities: hypotheses



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“Transnationality”

- Holistic approach: In all dimensions of its work and business, a university must perceive of itself as a creative part of a world higher education system.
- Planned action: A university must pursue internationalisation as an intended, systematic shift towards internationalised contents, methods, personnel and structures.
- Professional management: Internationalisation is to be understood as a strategic task of the heads of universities.

Internationalisation in practice: motives, goals, strategies



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Internationalisation

- is context-dependent: there is no “one size fits all”-solution
- has to account for all relevant institutional and external factors: a “tailor-made” internationalisation strategy is needed
- is not an end in itself: it needs to be pursued goal-oriented and with a focus on quality enhancement

What is the HRK-Audit “Internationalisation of Universities”?



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⇒ independent consulting service supporting German universities in developing and implementing an individual international profile.

The HRK-Audit

- fosters internationalisation through dialogue
- is flexible and based on actual needs
- is holistic
- is independent and confidential

What does the HRK-Audit offer?



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- The identification of the status quo of internationalisation at the university
- Support for the identification of the institution's goals, or the further development of already defined goals
- Assistance for the (further) development of an internationalisation strategy and the recommendation of reasonable instruments for implementing the strategy
- A sustainable perspective in the development of such instruments

How does the HRK-Audit work?



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- A process with a duration of about 10 months, combining elements of self-reflection/self-evaluation with external consultancy
- Milestones:
 - self-evaluation report of the university
 - site visit/peer-review at the university
- A team of independent experts/peers with outstanding expertise conducts the consultancy and formulates recommendations on the further internationalisation of the university
- HRK organises and moderates the whole audit process

The HRK-Audit "Internationalisation of Universities"

How does the HRK-Audit work?



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Time schedule



What is needed?



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Strategic approach to internationalisation:

- Internationalisation must fit into the overall mission of the institution, correspond to its profile and capacities.
- Coherence of motives, goals and measures
- Coordination between management, administration and faculties (internal communication!)

What is needed?



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Planning & Steering:

- Information (data, examples of good practice)
- Incentives
- Transparency of structures
- Visibility
- Integration
- Quality first!

What is needed?



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Study & Teaching:

- Attraction of foreign students
- Internationalisation of study programmes
- Study success of foreign students
- Attraction of international teaching staff
- Outgoing mobility of students and staff
- Recognition

What is needed?



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Research & Technology Transfer:

- Strategic research planning
- Advancement of early stage researchers
- Recruiting of international research staff
- Outgoing mobility of research staff

What is needed?



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Advice & Support:

- Internationalisation of administrative staff and processes
- Analysis of demands of different target groups
- Internationally oriented career services

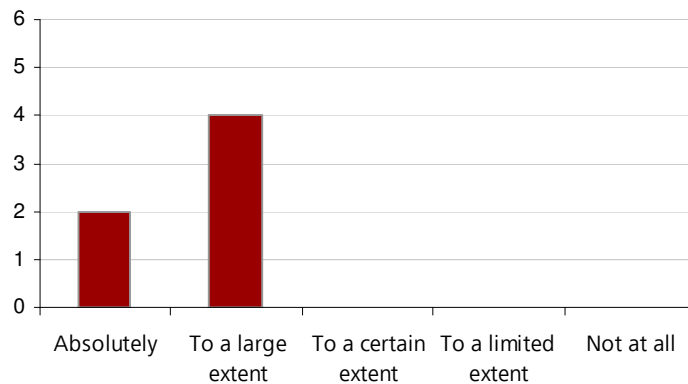
Findings from the Pilot Phase 2009/2010

Feedback from participating institutions

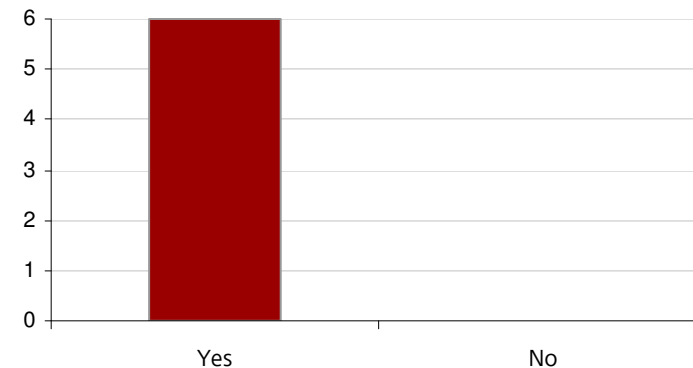


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Do the recommendations support the process of internationalisation of the HEIs?



Would you recommend the Audit to other HEIs?



„The external perspective was particularly valuable: The experts addressed aspects of internationalisation that were not taken into consideration by the university.“



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What's next?



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Planned development of the HRK-Audit „Internationalisation of Universities“:

- 50 audits until the end of 2013
- Further development of the concept:
 - Re-Audit
 - Quality certification

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Thank you!

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