

HRK

The Audit “Internationalisation of Universities”

Sarah Karis

DIES-Information Visit:
Internationalisation of Universities
Bonn, 4 December 2013

Overview

CONCEPT

PROCESS

EFFECTS

What is the Audit “Internationalisation of Universities”?



HRK-Audit
Internationalisation
of Universities

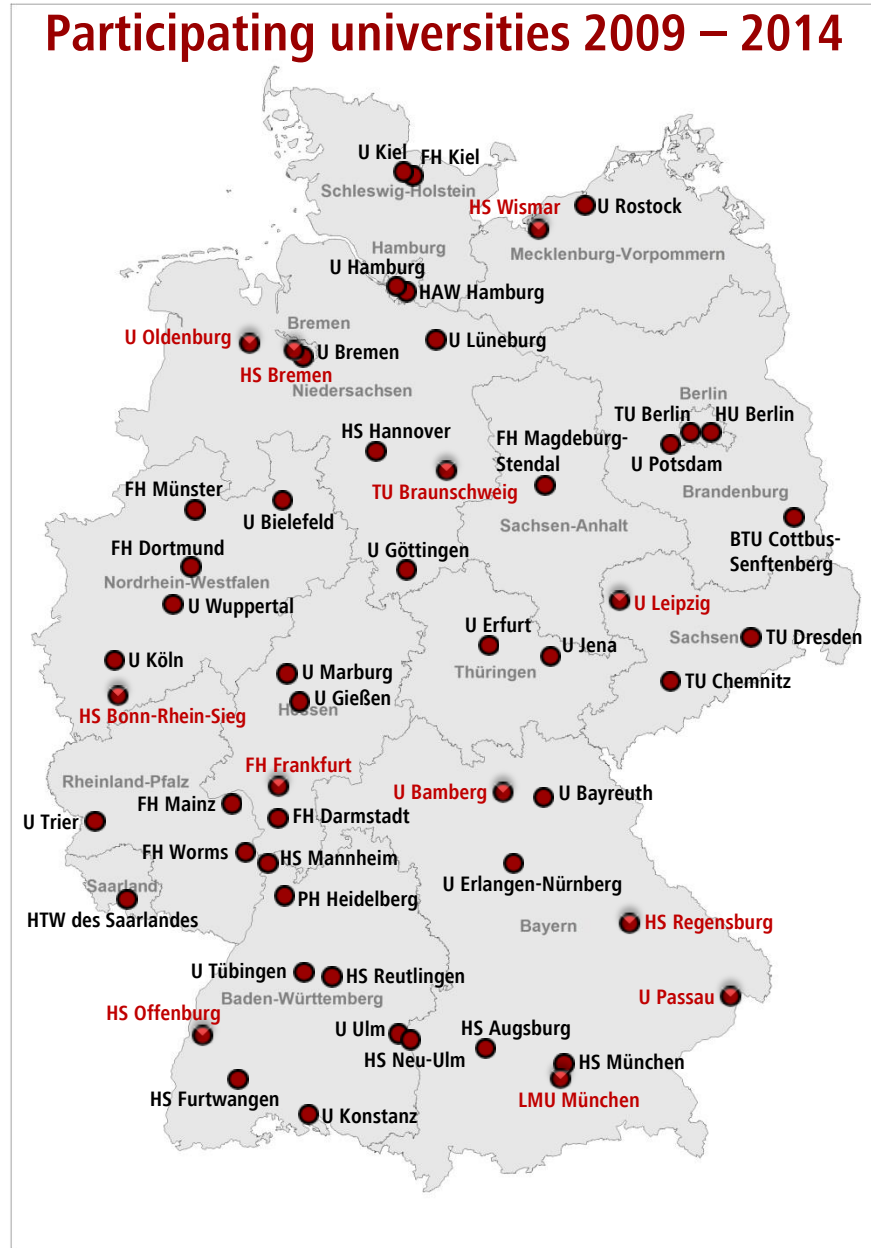
- **quality** review tool
- helps universities to **assess** and **develop** their **internationality**
- **service** to HRK member institutions



I. CONCEPT

By now,
42 universities
have run through
the Audit.

By the end of 2016,
78 universities
will have been audited.



HRK-Audit
Internationalisation
of Universities

Since the beginning
of the project
(09/2009)
more than
120 universities
have **applied** to
participate in the
Audit.

Approach



HRK-Audit
Internationalisation
of Universities

- **self-improvement:**
 - no ranking, no accreditation
 - self-reflection & peer-review

- **individualised fit:**
 - based on the actual needs and given capacities
 - suitable for all types of universities
 - suitable at all levels of internationalisation

- **holistic perspective:**
 - comprising the entire university & all fields of international activity

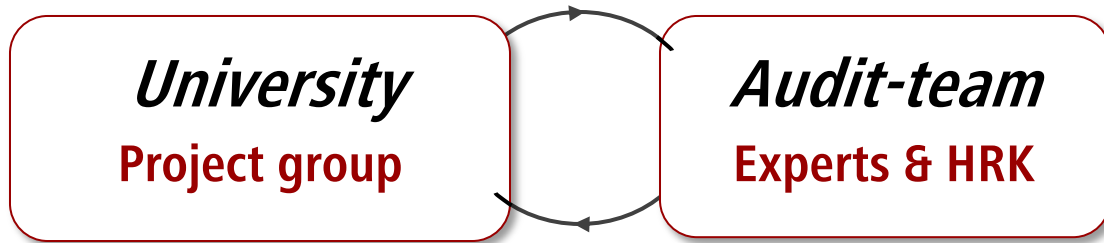
The Audit offers universities the following benefits



HRK-Audit
Internationalisation
of Universities

- **assessment** of the university's **status quo** of internationality
- (further) **development** of an internationalisation **strategy**
- **recommendations** for specific **measures** in defined areas
 - teaching
 - research
 - service
 - management

Actors



HRK-Audit
Internationalisation
of Universities

university project group:

- represents the whole university:
executive board, faculties, administration, students, foreign members

external experts:

- experts in internationalisation, university management, quality management...

Process



HRK-Audit
Internationalisation
of Universities



Milestones



HRK-Audit
Internationalisation
of Universities

- **the university's self-evaluation report:**
 - strategy, goals, instruments, strengths, weaknesses
 - data (about 90 indicators)

- **site visit at the university:**
 - interviews and discussions with university members
 - recommendations

- **consolidation workshop:**
 - feedback
 - draft action plan

Effects at Institutional Level



HRK-Audit
Internationalisation
of Universities

All universities would recommend the Audit.*

The Audit

- raises awareness, fosters dialogue
("gets people together")
- facilitates internationalisation, helps to focus
("gets things going")
- contributes to sharpening the university's profile
("makes the university more visible")

* all of the 29 universities that have yet evaluated their participation

Effects at National Level



HRK-Audit
Internationalisation
of Universities

The Audit

- aggregates results from various universities
- indicates strengths and weaknesses of the German higher education system
- identifies specific shortcomings
- shares its results with the government and funding organisations
→ remedy the detected shortcomings

Thank you!



Any questions?

Any comments?

Sarah Karis
karis@hrk.de
www.hrk.de/audit

First Selected Findings

(based on first 42 Audits)



HRK-Audit
Internationalisation
of Universities

- German **universities vary significantly** in their degree of internationality, which can be observed on the basis of...
 - existing "**standard**" indicators
 - **strategy development** within the university (motives, goals, measures)
- **Strategy development** is impaired by the fact that internationalisation activities are highly dependent on **third-party funds** (sustainability?)

What is Needed ... in Terms of Strategy?



HRK-Audit
Internationalisation
of Universities

- **added value of an institutional strategy** remains unclear to those involved (e. g. reputation, profile, „quality“ of students, access to third-party funds)
- lack of **coordination** and conflicts between the **internationalisation goals** of individuals, faculties and the university leadership level
- lack of a clear **definition of "success"** (in terms of quantifiable/qualifiable targets and impact measures)

What is Needed ... in Terms of Governance?



HRK-Audit
Internationalisation
of Universities

- **information** and **quality assurance** (data, feedback loops, examples of good practice)
- **incentives** for enhancing involvement
- international **visibility** (e.g. website, branding)

What is Needed ... in Study and Teaching?



HRK-Audit
Internationalisation
of Universities

- enhanced **academic success** of international students
- **mobility windows** often „sham packages“
- unclear **recognition procedures**
- **teaching in English** can be a challenge

What is Needed ... in Research?



HRK-Audit
Internationalisation
of Universities

- enhanced **recruitment** of international academic personnel for research and teaching
- **advancement** of (international) early stage researchers
- increase in outgoing **mobility** of academic personnel

What is Needed ... in Terms of Support?



HRK-Audit
Internationalisation
of Universities

- internationalisation of **administrative staff and processes**
- **analysis** of demands of **different target groups** (international exchange students vs. international degree-seeking students)