The Audit
“Internationalisation of Universities”

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Audit “Internationalisation of Universities”

Overview

CONCEPT

PROCESS

EFFECTS
I. CONCEPT

What is the 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.

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

- **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
I. CONCEPT

The Audit offers universities the following benefits

- **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
I. CONCEPT

Actors

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

external experts:
- experts in internationalisation, university management, quality management…
II. PROCESS

Process

- Start
- up to Month 4
- Month 6
- Month 9
- Month 12

→ Kick-Off Meeting
→ Self-Evaluation Report
→ Site Visit by Audit-Team
→ Recommendations Report
→ Consolidation Workshop
II. PROCESS

Milestones

- 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
III. EFFECTS

Effects at Institutional Level

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
III. EFFECTS

Effects at National Level

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?

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First Selected Findings
(based on first 42 Audits)

- 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?)
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What is Needed ... in Terms of Strategy?

- 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?

- **information** and **quality assurance** (data, feedback loops, examples of good practice)
- **incentives** for enhancing involvement
- **international visibility** (e.g. website, branding)
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What is Needed … in Study and Teaching?

- enhanced academic success of international students
- mobility windows often “sham packages”
- unclear recognition procedures
- teaching in English can be a challenge
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What is Needed … in Research?

- 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?

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