

# HRK – KCUE Higher Education Policy Forum

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## Impact and Relevance of Institutional Internationalization Strategies

Prof. Dr. Bernd Engler  
University of Tuebingen

## Internationalization in Historical Perspective

- As a result of geo-political givens after WW II **prime focus on the West** – especially US, France, England and other Western European countries
- Central objectives: international understanding – reconciliation and friendship between former enemies
- Fulbright Program: designed in 1946 to increase the mutual understanding between the people of the United States and the people of other countries: German program 1952; most important internationalization program for West-German universities since the mid 1950s
- 1963: German-French (Élysée) Treaty of Friendship

## Internationalization in Historical Perspective

- Up to 1980 and early 90s: most internationalization programs of German universities were geared at **exchange of students** and, to a certain extent, of scholars
- Since 1987: **Erasmus Program** (European Community Action Scheme for the Mobility of University Students; 200.000 students – 450 Mio. € / p.a.)
- During 1980s: 1<sup>st</sup> significant change in policies:  
1. **extending the focus to East Asia** (initially to Japan) and many countries worldwide – and after the fall of the Iron Curtain to Middle and Eastern Europe
- During 2000s: 2<sup>nd</sup> change: **new focus on research**

## Extending the Focus to East Asia

University of Tuebingen as example:

Exchange of Students and Scholars

- **MoUs** with Japanese U in the late 1970s and 1980s, with Chinese U in the 1990s, with Korean U in the 2000s

Establishment of **branch offices & centers**:

Prime focus is still on exchange of students and scholars

- Tuebingen Center for Japanese Studies, Doshisha U, Kyoto, 1993
- European Center for Chinese Studies (U of Tübingen, Frankfurt & Copenhagen), Peking U, Beijing, 1997
- European Research Center on Contemporary Taiwan, 2008
- Tuebingen Center for Korean Studies at Korea University, Seoul, 2012

## Extending the Focus to East Asia

### Major challenges:

- **Imbalance of number of exchangeees:**  
Incomings versus outgoings – 5:1  
Differing degrees of internationalization: 30 to 40% of German students already spend study-time abroad
- **Diverging study interests:** all subjects from neuroscience to applied geo-sciences as well as social sciences and humanities versus East Asian languages & cultures
- **Language barriers:** courses in Korean / German can only be attended by language 'experts'

## Extending the Focus on East Asia

### Answers / Solutions:

- Imbalance of number of exchanges and diverging study interests no real problem for UT: we are interested in doubling the number of East Asian students – most MoUs with Korean universities address only 2 to 5 exchange students (principle of reciprocity)
- Language barriers: establishment of **special study programs in English** (incl. double / joint degree programs with integrated modules abroad, e.g. International Economics & Business Administration with regional focus)
  - UT goal by 2018: 50 % of all Master programs in English

### New Focus: International Cooperative Research

Shift from a focus on exchange of students and scholars to research collaboration – in the early 2000s promoted by:

- New awareness for necessity of international research collaboration in response to "**grand / global challenges**": climate change, resource consumption, demographic change, health, etc.
- EU research initiatives and their internationalization strategies – most recently: **EU Framework Program** for Research and Innovation: "Horizon 2020"
- **German Excellence Initiative**: Funding of top-level research with high level of international visibility

## Effects of New Focus on Research Cooperation

- Shift in exchange programs from Bachelor- and Master-level to **Ph.D. & Post-docoral-level**
- Shift from long-term stays (min. ½ year) to **short-term research visits**: lab-rotations & research academies
- Establishing **new collaboration formats for top researchers** and their research groups:  
Tuebingen Distinguished Guest Professor-Program  
versus Korean World Class Professors-Program
- Establishing **new infrastructure**: International Welcome Center, accommodation, etc.

## Impact and Relevance of Institutional Internationalization Strategies

- Institutional Strategies foreground primarily research in top-level **core research areas**  
(Tuebingen University: most measures of its Institutional Strategy are only addressed to a few priority fields of research and exclude the rest of the university's study and research programs)
- New basis of decision-making processes foregrounds **strategic partnerships** with an overlap in at least 3 core research areas – negative effect: excessive selectivity
- Challenge 1: Remaining open to new partnerships
- Challenge 2: Avoiding differentiation in 1<sup>st</sup> and 2<sup>nd</sup> class partnerships

## **Internationalization at Tuebingen University: Facts and Figures**

- More than 150 university-wide partnerships and approx. 80 faculty partnerships with universities in 62 countries around the world + more than 300 partnership agreements under the European Union's ERASMUS program
- Partnerships 15 Korean universities
- 12,8 % international students + some 800 international students on special exchange programs every year
- International Summer Courses for around 180 students every August

## Specific Internationalization Measures of Tuebingen's Institutional Strategy

- **Attracting top junior researchers:**  
40 fellowships / grants for top-level Ph.D.s and Post-docs – primarily in core research areas (including lab-rotations)
- **Establishing new joint research training opportunities:**  
Summer Academies (grants for international Ph.D.s)
- **Promoting institutional cooperation of top researchers:**  
Tuebingen Distinguished Guest Professor-Program  
(3 to 5 years; 100.000 US \$ p.a.; **free funds** for cooperation projects – goal: transforming individual into institutional cooperation)

## Specific Internationalization Measures of Tuebingen's Institutional Strategy

- **Attracting overseas students**

Establishing tailor-made "**International Studies Program**" alternative models:

**International Studies:** Courses in International Politics, Economics, Law, European/German Culture, etc. (courses in English) + German Language courses (2 to 6 months modules)

**Subject-centered Studies:** 50 % specific subject of choice (courses in English) + 50 % German Language & Culture-courses (half to one year program)