Impact and Relevance of Institutional Internationalization Strategies

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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 counties
- 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\(^{st}\) 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\(^{nd}\) 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 exchangees:**
  - 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 neuro-science 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. $\frac{1}{2}$ 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 1st and 2nd 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)