The Audit
“Internationalisation of Universities”
Concept – Implementation – Findings

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The Audit „Internationalisation of Universities“

Why?

How?

What is needed?

What is next?
Internationalisation is …

**holistic:**
to be included in all dimensions of a university’s business

**context-dependent:**
no “one size fits all”-solution, but “tailor-made” strategies

**not an end in itself:**
to be pursued goal-oriented and with a focus on quality enhancement

**a priority for the university leadership:**
needs professional management
Hypotheses on Assessing Internationalisation and/or Internatinality

Internatinality …
⊙ should – first of all – be measured on the basis of the institutional profile and goals.
⊙ should be developed in dialogue with all stakeholders.

Indicators…
⊙ can be employed to enhance transparency and comparability.
⊙ depict only parts of reality.
⊙ A qualitative “exploration” of organisational structures and processes, but also of mind-sets needs to be integrated.
The Audit “Internationalisation of Universities” offers German universities independent and systematic advice on the further development of their internationalisation process.
Concept and Services

In concrete terms, the Audit offers universities the following benefits:

- **assessment** of the university’s status quo of *internationality*
- **identification** or (clearer) **definition** of the university’s internationalisation goals
- (further) **development** of an institutional internationalisation strategy
- **recommendations** for concrete **measures** in defined areas of internationalisation
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Approach

- *exercise for self-improvement*, combining elements of self-reflexion with external consultancy
- *individualised approach*, based on the actual needs and given capacities
- *holistic perspective*, comprising the entire institution and all fields of international activity in four major areas:
  - Planning & Steering
  - Study & Teaching
  - Research & Technology Transfer
  - Advice & Support
- *confidentiality* maintained throughout the process
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Audiors involved

**Audit team**
- experts & HRK

**University**
- project group

**Project group** of the university:
- represents the **whole institution** (executive board, faculties, administration, students, foreign members of the institution)

**External experts** (three per university):
- have expertise in the field of **internationalisation, international professional experience**, experience as **auditors/evaluators**, knowledge of the **German higher education system** and a **good command of German**
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Process

Milestones of the Audit process (about 12 months in total):

- **self-evaluation report:**
  - chapter 1: strategy, goals, instruments
  - chapter 2: SWOT-analysis
  - chapter 3: data (about 90 indicators)

- **site visit** at the university:
  - interviews and discussions with university members (single and small groups)

- **consolidation workshop:**
  - development of an implementation plan
## Audit “Internationalisation of Universities”

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Participating Institutions 2009 – 2013

HRK Hochschulrektorenkonferenz
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Distinct Features
(compared to other instruments presented today)

- **holistic approach**
  - AIM (“standard” version), MAUNIMO

- **self-evaluation + external peer review**
  - IMPI, MINT

- **non-comparative assessment**
  - ISB

- **designed specifically for the German HE context**
  - ISAS, AIM

- **includes a first step towards implementation of assessment results** (consolidation workshop)
What is Next?

- **Re-Audit** for audited universities (starting from mid-2012):
  - ensuring sustainability of the audit’s results
  - monitoring the implementation process
  - assessing the success of implementation and giving recommendations on the further development of the international strategy

- **consultancy service** for smaller universities (starting from 2013)

- **benchmark-based assessment** (starting from 2014)
  - measuring the degree of internationality
  - comparison with a relevant cluster of alike institutions
  - quality seal for successful participation
Thank you!

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First Selected Findings
(based on first 18 Audits)

- German universities vary significantly in their degree of internationality, which can be observed on the basis of...
  - existing “standard” indicators
  - processes of strategy development within the university (motives, goals, measures)

- Strategy development is impaired by the fact that internationalisation activities are highly depend on third-party funds (sustainability?)
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

- 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 and Technology Transfer?

β enhanced recruitment of international academic personnel for research and teaching

β advancement of (international) early stage researchers

β increase in outgoing mobility of academic personnel
What is Needed … in Terms of Advice and Support?

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