



universität  
wien

# **Internationalization**

## **Strategic Development & Implementation**

**MODERN Peer Learning Workshop May 2010**

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## Synopsis

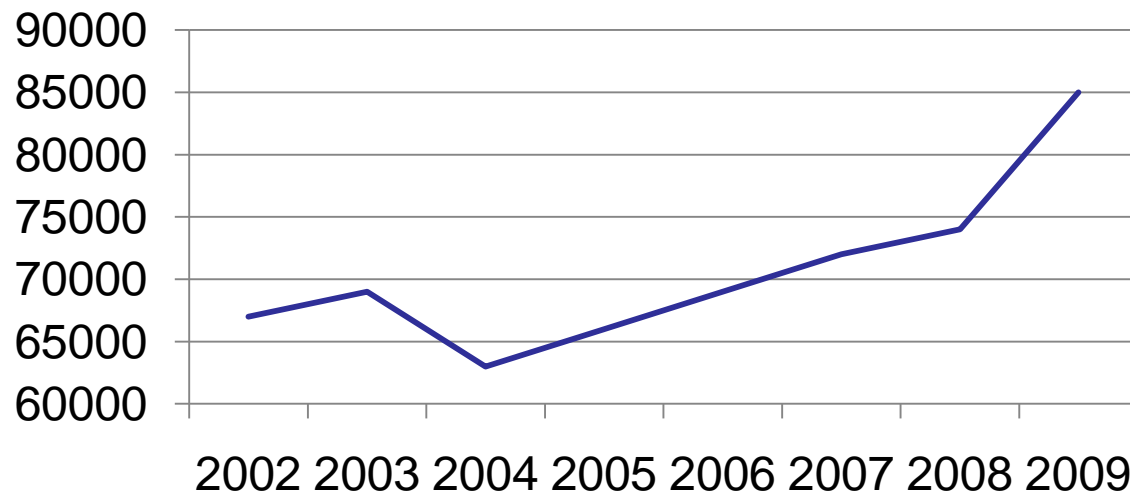
- Background
- Strategic Development
- Actors
- Main Goals
- Implementation
- Quality Assurance
- Measurement of Progress: Indicators
- Progress so far: facts & figures
- Challenges/ Open Questions



## Background

- University of Vienna is the largest German-speaking university (> 85.000 students/ about 6.750 scientists)
- “Free access” for students to all cycles
- Study fees “abolished” in 2008
- Budget increase does not keep up with increase in student numbers

**Number of Students**





## Steps towards I.-strategy

- Until 2008 *no explicit internationalization strategy*

### Principles of strategic development

- Starting point: Main goals of **Development Plan**
- **Best practices**: international models have been considered
- Build on **strengths**: existing ties with leading universities, participation in networks, geographical location
- **Inclusiveness**: cooperation instead of mere top down enactment  
the draft strategy/main goals have been developed under assistance of & discussed with:  
the University Board, the Senate, deans, study programme directors, Research Services & Int'l Relations Office
- **Flexibility**: leave room for strategies of faculties and future developments
- **Data based**: one important step is the assessment of the status quo and collection of reliable data (development of indicators)



## Actors

- **Leadership** is provided by the member of the Rectorate concerned with international affairs (responsible for implementation and strategic advancement)
- **Support:** Research Services & International Relations Office

Concerning actors of internationalization the University of Vienna follows a 3-level-strategy:

1. Individual scientist / student
  2. Faculty / Center
  3. University of Vienna
- **Success** of the Internationalization Strategy depends on collaboration and perception of internationalization as a common effort based on certain goals that have been agreed on.



## I.-Strategy: Main Goals

- Internationalization ≠ regarded as a goal in itself but necessary to **increase the quality of research and teaching**:
  - » more cooperation with leading international universities
  - » increase participation in international research projects
  - » more cooperation between scientists of UoV and int. colleagues working in similar/complementary fields (more publications)
  - » (further) develop internationally attractive doctoral programs in cooperation with leading int./European universities
  - » Increase mobility of students and teachers/scientists
  - » Increase share of international students (Master and PhD)
  - » Further development of non-German speaking Master and PhD Programs (Increase number of courses taught in a language other than German)
  - » Increase share of int. scientists at all levels (TT.-Prof.)
  - » Increase fluency and intercultural competences of personnel



# I.-Strategy: Implementation

## 1. Raise Awareness

- **Presentation** of strategy, goals and indicators in all relevant bodies
- Visits (Vice-Rector responsible for Internationalization) in all faculties; discussions with deans
- Preparation and presentation of a first “**Internationalization Report**” (strategy, data and information on grants/ scholarships incl. contact persons)
- “**International Days**” (for students – esp. “outgoings/incomings”)

## 2. Use of steering tools

- Annual **target agreements** with the faculties/study programs where necessary: no one-size-fits-all approach
- Internationalization: some goals also included in performance agreement (between university and federal ministry)



## Quality Assurance

- I.- Strategy in general: discussions **with Scientific Advisory Board** of the University of Vienna
- Internationalization = (implicitly) **part of most evaluations** undertaken/organized by the department for Quality Assurance: comprehensive evaluation of faculties/centers; graduate survey;
- Additionally a set of **core indicators** (incl. target values) has been developed to “measure” progress; also: data base for target agreements with the faculties;



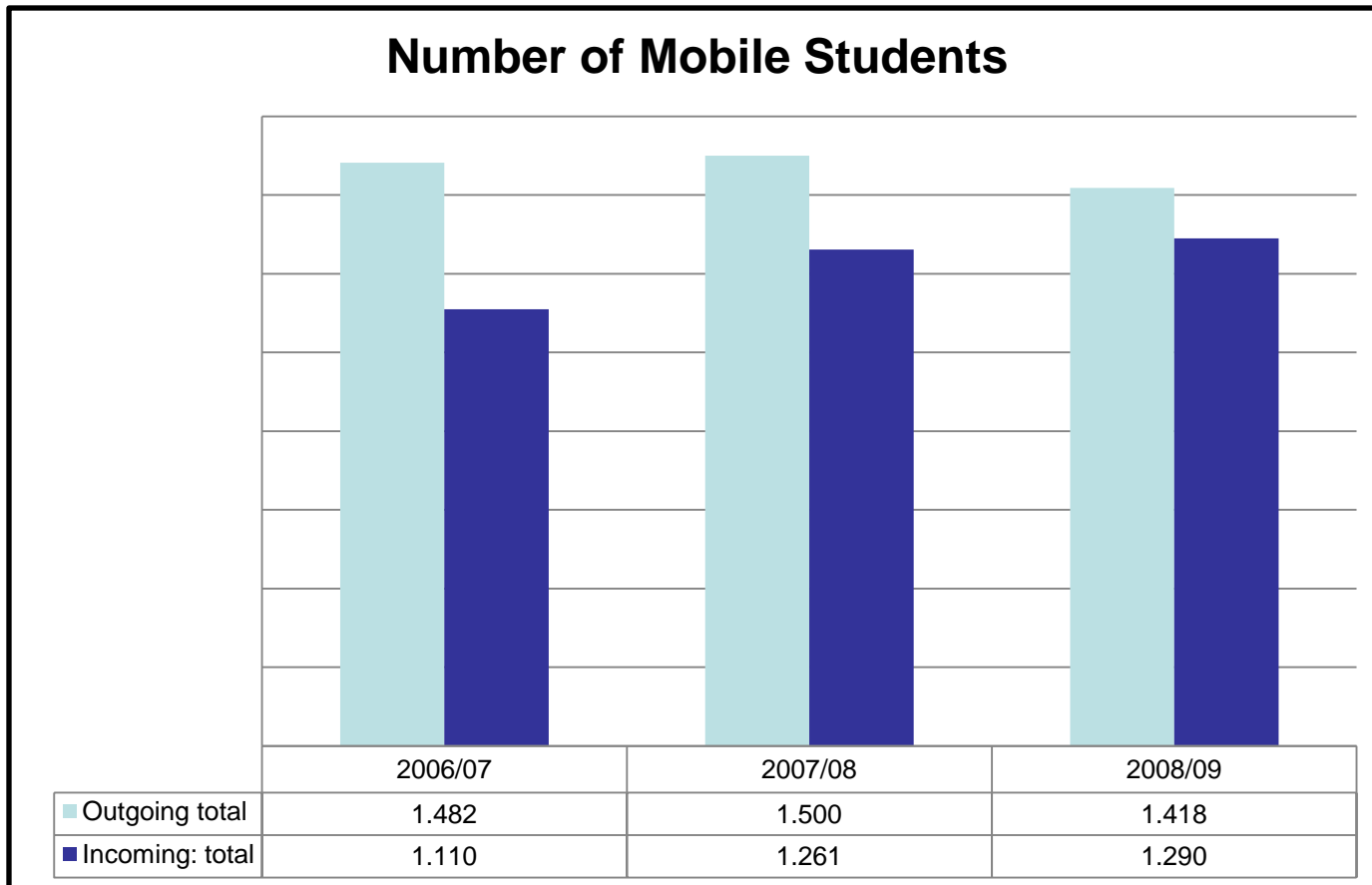


## Core Indicators

- Internationally financed research projects
- Scientific publications: Co-Authorship according to nation/institution
- Int. Cooperation (partnership agreements, joint-study-programs,...)
- Number of students that participate in international mobility programs (outgoing/incoming)
- Number of students (Master-/PhD-level) without Austrian Bachelor- or Master Degree
- Number of Joint-Programs / Number of Master-programs in English
- Number of professorial appointments from abroad
- Share of scientific staff without Austrian citizenship
- Share of teachers that teach courses in a language other than German
- Share of courses taught in a language other than German

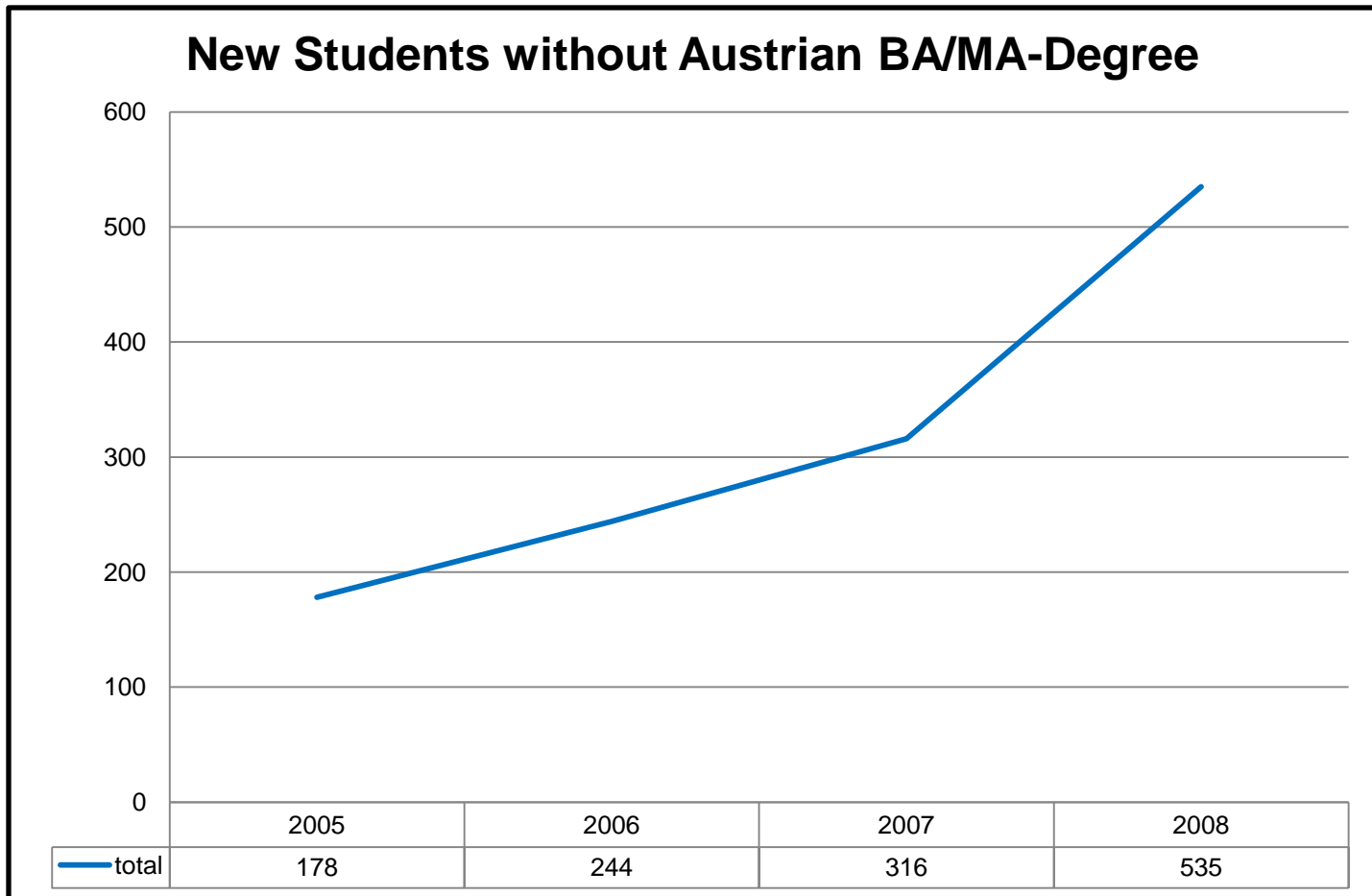


## Selected Facts and Figures





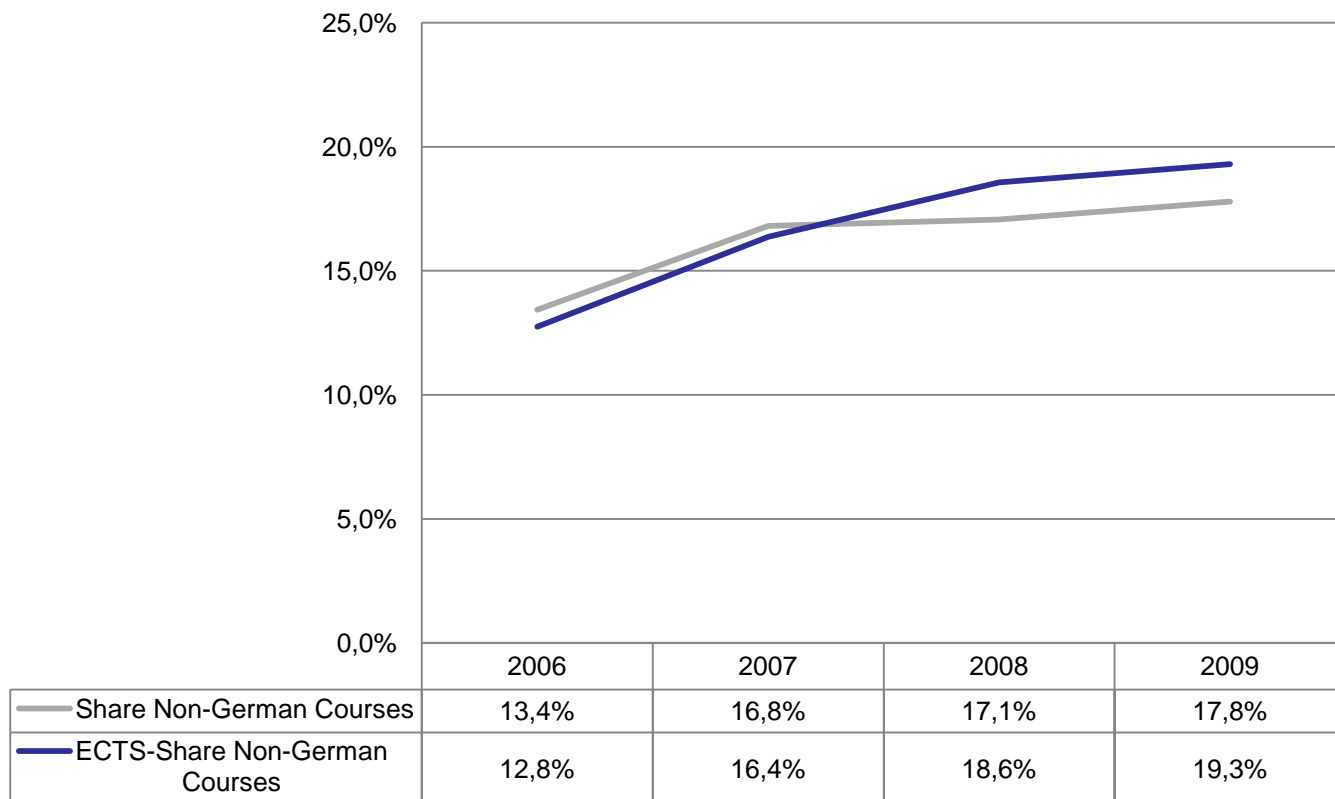
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### Courses taught in a Language other than German

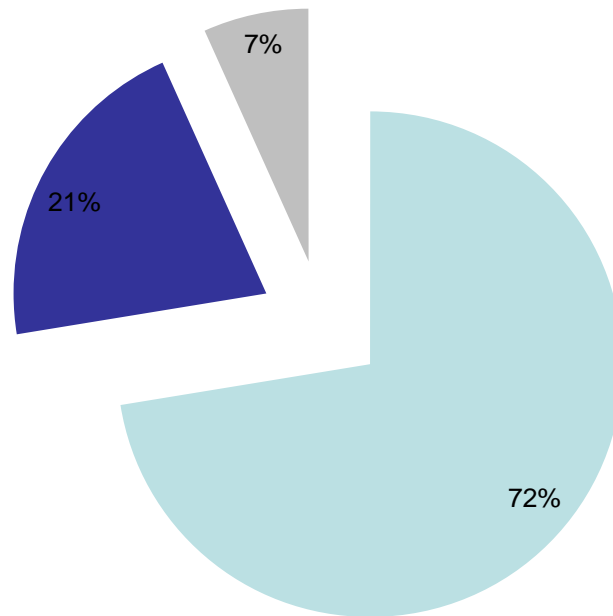




## Selected Facts and Figures

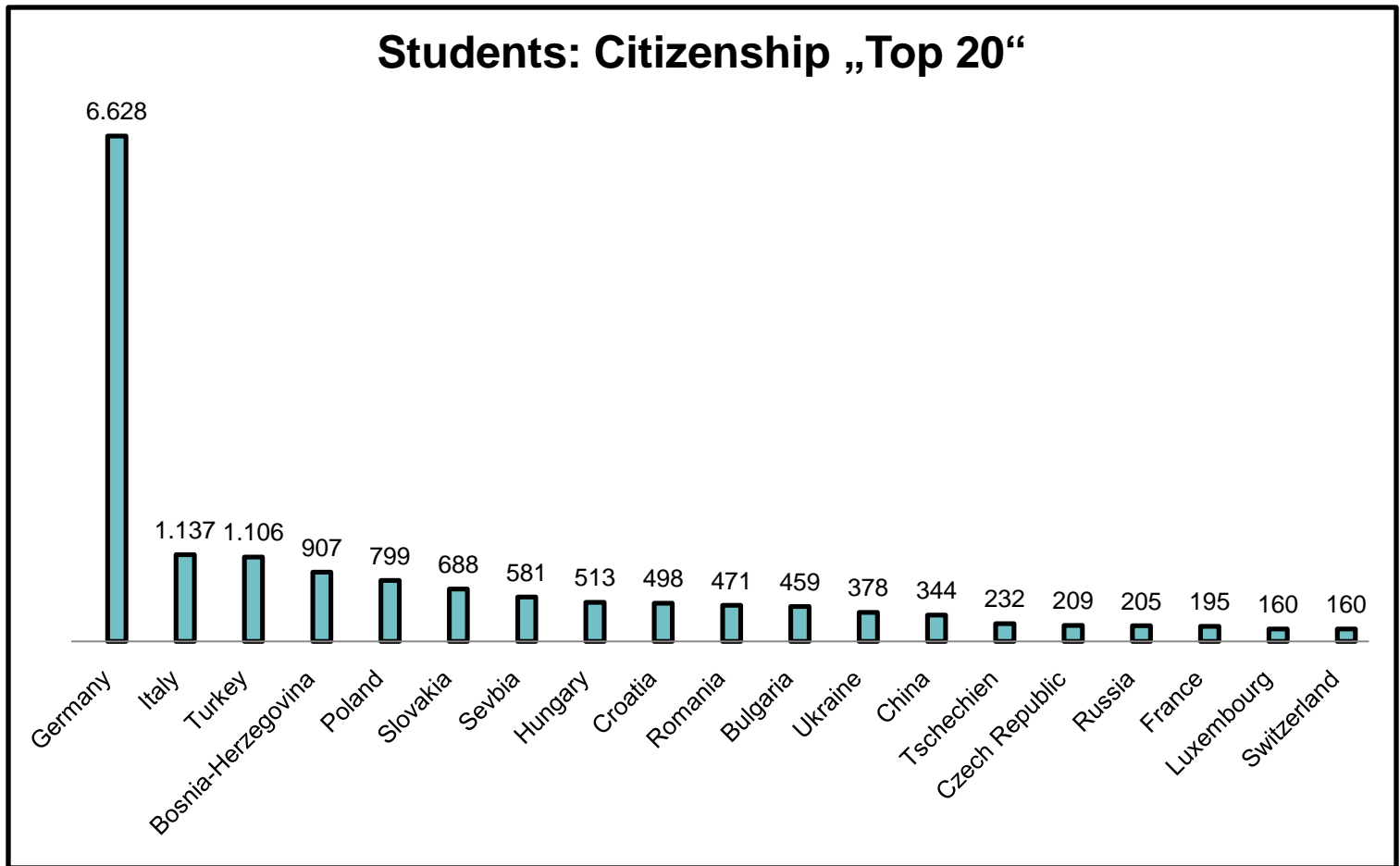
### Scientific Personnel: Citizenship

■ Austria ■ EU ■ Non-EU





## Selected Facts and Figures





## Challenges/ Open Questions

### 1. Dealing with Contradictions

- Increase share of mobile students - Increasing student numbers
- Sustain international position – no substantial budget increase;

### 2. Further development/implementation of I.-strategy

- Establishment of concrete action plans (university/faculties)
- Monitoring & adjustment: I.-indicators (target values)
- Inclusion of further parts (e.g. strategic lines concerning “foreign backing of universities”)

### 3. Sustainable (subsidiary) application

- Low “internationality” (status quo) concerning some fields/goals (e.g. few courses in foreign languages, few MA/PhD programs in English)
- Changing of mindsets requires time