



**WZB**

Wissenschaftszentrum Berlin  
für Sozialforschung

# Vielfältige Exzellenz in den USA

Ulrich Schreiterer  
Berlin, 25. Mai 2009

# Gliederung

1. Grundzüge und Spielregeln des amerikanischen Hochschulsystems
2. Rankings und Klassifikationen
3. „Exzellenzcluster“
4. Distinktionsfaktor Exzellenz

# Some Facts 'n Figures



**IMAGINING ★ AMERICA**  
ICONS OF 20TH CENTURY AMERICAN ART



# US-Hochschulsystem



Ca. 4.400 postsekundäre Bildungseinrichtungen  
1.740 (40%) in staatlicher und  
2.660 in privater Trägerschaft



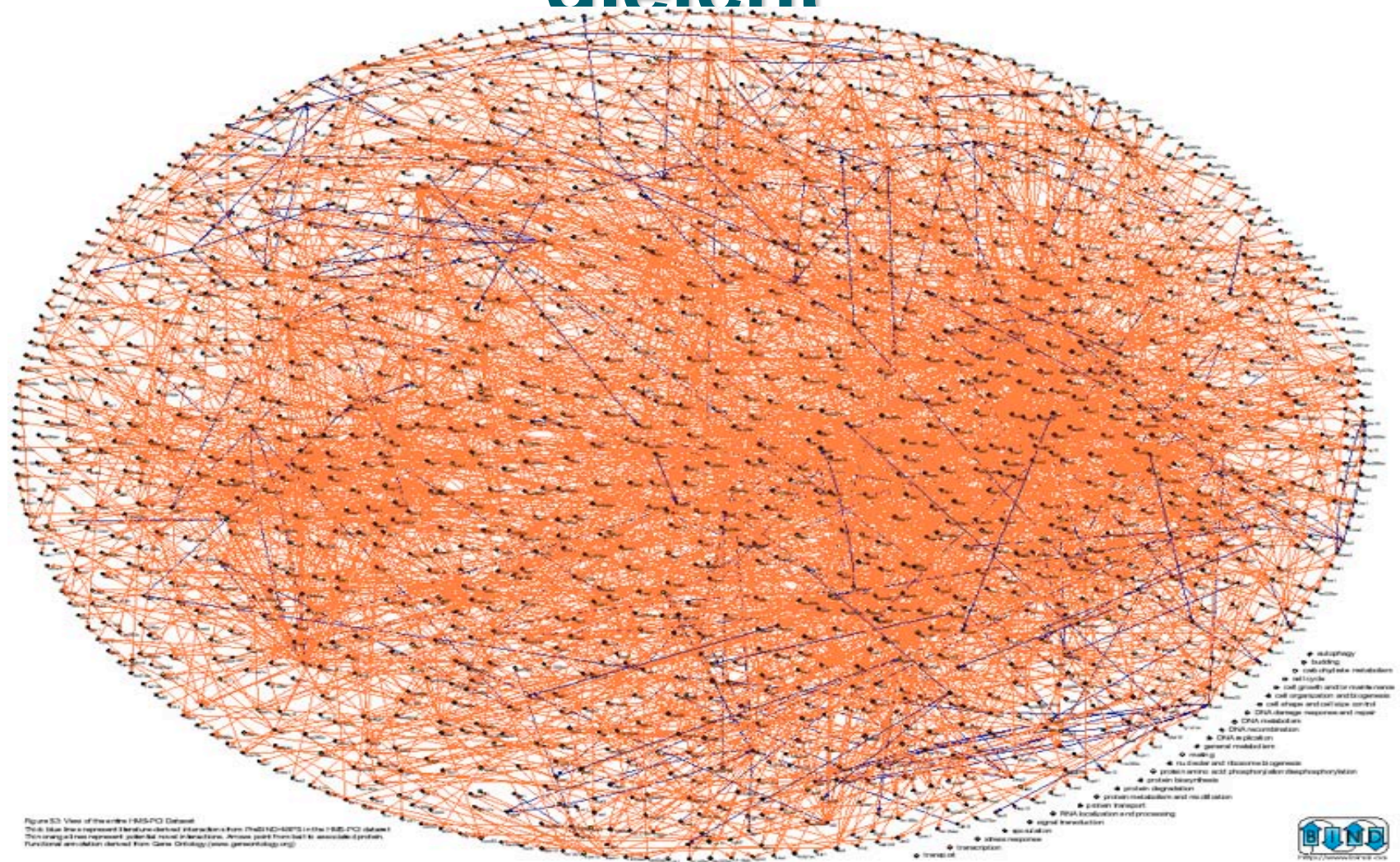
Nur etwa 2.600 (60%) verleihen einen Hochschulgrad  
(Bachelor oder höher), davon sind  
ca 230 „Forschungsuniversitäten“ und  
ca 250 „selektiv“, das heißt, sie akzeptieren  
weniger als die Hälfte der Studienbewerber



Insgesamt 18,6 Mio Studenten, davon  
73% an staatlichen Bildungseinrichtungen  
11,6 Mio (62%) an Hochschulen i.e.S. (Bachelor)  
7,0 Mio (38%) an *Community Colleges* und an  
Spezialeinrichtungen des tertiären Bereichs



# Die Hochschullandschaft leicht

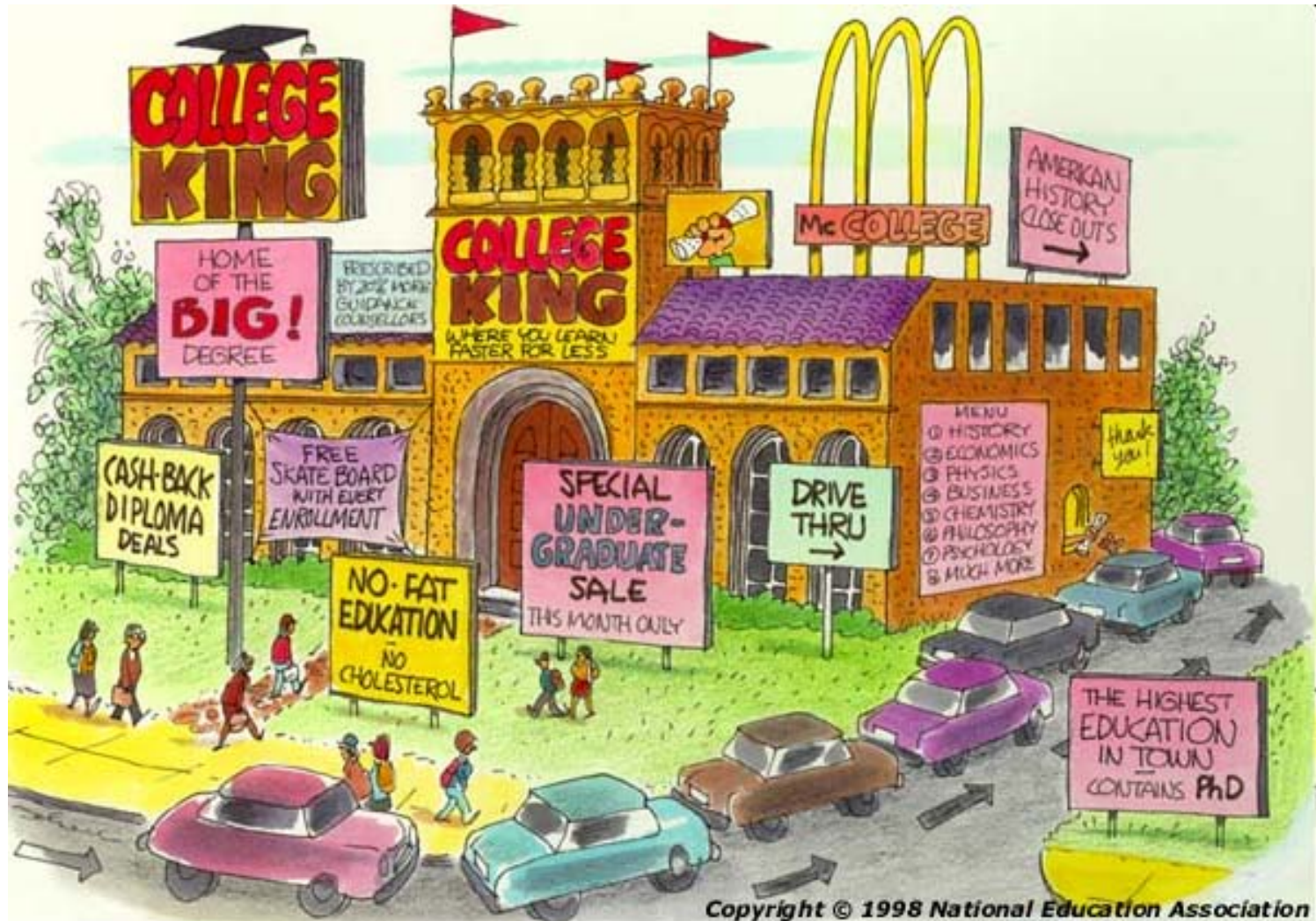


# ...einem riesigen Markt





...mit vielen attraktiven Angeboten,



**aber getrennten Abteilungen.**





# Wer hat das Sagen?



- Keine staatliche Regulierung oder Genehmigungsvorbehalte
- Staat ist nur ein Akteur unter vielen, *facilitator*, aber kein *provider*
- Institutionelle Akkreditierung als „Basisregelwerk“
- Vielfalt von Finanzierungsquellen sichert Hochschulen große Freiheit
- Subventionierte Studiengebühren für Landeskinder

# Das Modell USA

- **Markt und Wettbewerb** wichtigste „Steuerungsmedien“
- Hochschulen sind **keine** staatlichen Veranstaltungen
- Hochschulentwicklung erfolgt **nachfragegetrieben** mit Blick auf die Bedürfnisse bestimmter Zielgruppen
- Typenvielfalt ohne Vereinheitlichungsdruck:  
„Gesamthochschulen“ konkurrieren mit Nischenanbietern
- Über Erfolg oder Misserfolg bestimmt der Markt, Mindeststandards gibt es praktisch keine
- Indirekte Qualitätssicherung durch eine „Validierung“ der Abschlüsse auf dem (Arbeits)Markt und durch prestigeorientierte Rankings

# Was heißt hier „Exzellenz“ ?

- Nicht offiziell vom Staat oder von Agenturen attestiert
- Forschung nur eine Dimension unter vielen
- Vielfalt des Systems spiegelt sich in konkurrierenden E-Konzepten und *claims for excellence*
- Qualität der Ausbildung, Reputation, Ressourcen und äußeres Erscheinungsbild sind wichtige Ressourcen im Hochschulwettbewerb



# Rankings und Klassifikationen

***Guidebooks for Excellence?***

# Produkte

- Carnegie Classification ab 1970/73: Wirrwarr lichten, Vielfalt respektieren („Hochschulatlas“), pro bono
- Letzte (6.) Edition online verfügbar („Hochschulführer“), nächste geplant für 2010; laufende Ergänzung der Merkmale
- Erstes *kommerzielles* Ranking der Zeitschrift US News & World Report 1985, seither zahlreiche Folgeprodukte
- Erstes wissenschaftsgeleitetes, nicht kommerzielles Ranking der Doktorandenausbildung des National Research Council 1982

# Das USNWR College Ranking

Tuesday, May 05, 2009

[Nation & World](#) | [Health](#) | [Money & Business](#) | [Education](#) | [Opinion](#) | [Science](#) | [Photo](#) | [Video](#) | [Rankings](#)

## Best Colleges 2009

[Article Index](#)

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### America's Best Colleges 2009

U.S. News has collected data from more than 1,400 colleges to bring you this year's rankings. Start by selecting a discipline for access to our top program rankings.

#### Ranking Categories

**National Universities**  
**Liberal Arts Colleges**  
Master's Universities

- ▶ North
- ▶ South
- ▶ Midwest
- ▶ West

**Business programs**  
**Engineering programs**  
Baccalaureate Universities

- ▶ North
- ▶ South
- ▶ Midwest
- ▶ West

#### Other Rankings and Lists

- A+ schools for B students
- Up-and-coming colleges
- Academic programs to look for
- Historically black colleges and universities
- High School Counselor Rankings
  - National Universities
  - Liberal Arts Colleges
- Unranked specialty schools

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#### STUDENT CENTER



Here's your one-click stop for forums to discuss college options, videos about campus life, an interactive calendar of test deadlines and college fairs, and more.

- Student Center

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Loan is for:

☒ I understand my search will be conducted on, and data collected by a third-party site.



# Was misst das Ranking ?

<i>Peer Assessment</i> (Reputation): Survey	25 %
<i>Student Selectivity</i> (Testergebnisse, Anteil unter Top 10 in der Hi-School, Acceptance Rate)	15 %
<i>Faculty Resources</i> (Gehälter, Betreuungsrelationen)	20 %
<i>Graduation and retention rate</i>	20 %
<i>Financial Resources</i>	10 %
Spendenaufkommen der Alumni, Arbeitsmarkterfolg der Absolventen	10 %

## Ordinalskala als Ziel

# Was erfasst das Ranking ?

- Qualität, aber im Wesentlichen „Inputs“
- Institutionelle Profile, aber keine Fächer
- Prestige, aber keine wissenschaftlichen Leistungen
- „Halo-Effekte“, aber keine Potenziale

# Das Ergebnis: Hitlisten

usnews.com

Wednesday, May 06, 2009

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## Best Colleges 2009

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### National Universities

Schools in the National Universities category, such as Yale and UCLA, offer a full range of undergraduate majors, master's, and doctoral degrees. These colleges also are committed to producing groundbreaking research.

[▶ View National Universities Rankings](#)  
[▶ Methodology: How We Calculate the Rankings](#)

**National Universities Quick Comparison:**

- Top Public Schools
- Best Values
- Economic Diversity
- Economic Diversity Among Top Schools
- Campus Ethnic Diversity
- Freshman Retention Rate
- Most International Students

**Available in Premium Online Edition:**

- Least Debt, Class of 2007
- Most Debt, Class of 2007
- Lowest Acceptance Rate
- Highest Graduation Rate
- Highest Proportion of Classes Under 20
- Amount of Need-Based Aid Awarded



Search for a School by Name:

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The Top  
Gang =

Super-  
Exzellenzen?

**Search these rankings**  
Use the filters below to refine your search results.

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**College Tier**  
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[Tier 3](#)  
[Tier 4](#)  
[Unranked Schools](#)  
[All Tiers](#)

**by Name**  
**Name**

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**Search by name, up to 4 majors can be added to your search**

**by Admissions**  
**Selectivity**  
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[More selective](#)  
[Selective](#)  
[Less selective](#)  
[Least selective](#)  
[Any](#)  
**Average acceptance rate**  
[At least 10%](#)  
[At least 20%](#)  
[At least 30%](#)  
[At least 50%](#)  
[At least 70%](#)  
[At least 90%](#)  
[Any](#)

## National Universities Rankings

Schools in the National Universities category, such as Yale and UCLA, offer a full range of undergraduate majors, master's, and doctoral degrees. These colleges also are committed to producing groundbreaking research.

[My Compare Schools List](#)

1

**Harvard University**  
Cambridge, MA  
Score 100 Tier 1

Costs:  
2008-2009  
Tuition and  
Fees:  
\$36,173

2007 Total  
enrollment:  
19,257

Fall 2007  
Acceptance  
rate:  
9.2 %

Purchase  
Premium Online  
Edition to access  
full data.



2

**Princeton University**  
Princeton, NJ  
Score 99 Tier 1

Costs:  
2008-2009  
Tuition and  
Fees:  
\$34,290

2007 Total  
enrollment:  
7,334

Fall 2007  
Acceptance  
rate:  
9.7 %

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Premium Online  
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full data.



3

**Yale University**  
New Haven, CT  
Score 98 Tier 1

Costs:  
2008-2009  
Tuition and  
Fees:  
\$35,300

2007 Total  
enrollment:  
11,454

Fall 2007  
Acceptance  
rate:  
9.9 %

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full data.



4

**Massachusetts  
Institute of  
Technology**  
Cambridge, MA  
Score 94 Tier 1

Costs:  
2008-2009  
Tuition and  
Fees:  
\$36,390

2007 Total  
enrollment:  
10,220

Fall 2007  
Acceptance  
rate:  
12.5 %

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The one English  
accepted by  
U.S. News & World  
Report "Best Colleges"



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and data collected

U.S. News & World Report  
student loan comparison by:

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- [Video: Best Colleges](#)
- [Student Center](#)
- [Paying for College](#)

### ABOUT THE RANKINGS/

- [About the Rankings/](#)
- [How to Use the Ranki](#)
- [Rankings FAQ](#)

### EDUCATION BLOGS

# Wirkungen, Rolle und Folgen des College Ranking

- Konzentration des Hochschulwettbewerbs auf Prestigeträger wie *selectivity*, Reputation des Lehrkörpers (*star professors*) oder privates Spendenaufkommen
- Sehr wichtig für prestigeorientierte Hochschulen, insbesondere private, geringe Bedeutung für große staatliche Universitäten, gar keine für kommerzielle Hochschulen („no frills“)
- Große öffentliche Aufmerksamkeit regte eine Diskussion um (Ausbildungs)Leistungen der Hochschulen und alternative „Gütekriterien“ an

**„Exzellenz verzerrt“ –  
mit erheblichen Nebenfolgen**

# Die Carnegie Classification

## Classifications

## The Carnegie Classification of Institutions of Higher Education™

In 1970, the Carnegie Commission on Higher Education developed a classification of colleges and universities to support its program of research and policy analysis. Derived from empirical data on colleges and universities, the Carnegie Classification was published for use by other researchers in 1973, and subsequently updated in 1976, 1987, 1994, 2000, and 2005. For over three decades, the Carnegie Classification has been the leading framework for describing institutional diversity in U.S. higher education. It has been widely used in the study of higher education, both as a way to represent and control for institutional differences, and also in the design of research studies to ensure adequate representation of sampled institutions, students, or faculty.

With the 2005 revision, the single classification system was replaced by a set of multiple, parallel classifications. The new classifications provide different lenses through which to view U.S. colleges and universities, offering researchers greater flexibility in meeting their analytic needs. They are organized around three fundamental questions: what is taught (Undergraduate and Graduate Instructional Program classifications), who are the students (Enrollment Profile and Undergraduate Profile), and what is the setting (Size & Setting). The original Carnegie Classification

### Future Update

Carnegie Foundation to update all-inclusive Classifications in 2010.

### 2008 Community Engagement Classification

**The Carnegie Foundation announces its new 2008 Community Engagement Classification.**

### Classifications Tutorial

A one-page description of the information and tools on the Classifications section of this Web site.

### Classifications FAQs

Answers to questions you may have about the Carnegie Classifications.

### Case Studies

# Was ist die Carnegie Classification?

- *Deskriptiv*, nicht normativ: Typenklassen folgen der Empirie und sind mit den Hochschulen abgestimmt („Momentaufnahme“)
- *Multidimensionale* Clusterung
- Verzicht auf Reihungen
- Erfasst werden institutionelle Profile, aber weder Leistungen noch einzelne Fächer: Cluster werden aber häufig als Qualitäts-Hierarchie missverstanden

# Die Grundkategorien

The screenshot shows the Carnegie Classifications website. The top navigation bar includes links for Home, About Us, Program Areas, Publications, Classifications (highlighted), and Perspectives. Below this is a banner for 'Classifications' with a background image of a university building. A secondary navigation bar contains 'Lookup & Listings', 'Classification Descriptions' (highlighted), 'Technical Details', and 'Summary'. The breadcrumb trail reads: Home > Carnegie Classifications > Classification Descriptions > Basic Classification. The main heading is 'Basic Classification Description'. The text describes the Basic Classification as an update of the traditional framework developed by the Carnegie Commission on Higher Education in 1970, published in 1973, and notes that the current release involves significant changes from previous editions. It also mentions that with the advent of several new classifications, more nuanced groupings can be identified by examining the classifications in combination, and that the Custom Listings tool provides this functionality.

1. Associate's Colleges  
( $< 10\%$  Bachelorabschlüsse)
2. Doctorate-granting Universities  
( $> 20$  Promotionen pro Jahr, =  
Forschungsuniversitäten)
3. Master's Colleges and Universities  
( $> 50$  Master,  $< 20$  Promotionen p.a.)
4. Baccalaureate Colleges ( $> 10\%$   
Bachelor- und  $< 50$  Masterabschlüsse)
5. Special Focus Institutions
6. Tribal Colleges

Zahlreiche Untergruppen (jeweils drei unter 2.-4.,  
unter 1. und neun unter 5.)



# Der Zahlenspiegel für 2005

Kategorie	Anzahl	davon öffentlich (in Prozent)
Associate's Colleges	1.814	59,4
Research Institutions (Doctoral Institutions <i>plus</i> )	282	58,9
Master's Colleges and Universities	665	40,3
Baccalaureate Colleges	765	19,9
Special-Focus Institutions und Tribal Colleges	866	8,4

# Carnegie Classification und Exzellenz

- „Exzellenzimpetus“ weder beabsichtigt noch eingetreten
- Plausible Heuristik, spiegelt die starke Differenzierung und Segmentierung des US-Hochschulwesens
- Wettbewerb findet primär *innerhalb* der verschiedenen Marktsegmente statt, zu denen die
- „Exzellenzgüter“ jeweils passen.

**„Exzellenzneutral“**

# Analysten am Werk: Andere Typisierungsvorschläge

Nach Studienerfolgsquoten und Studententypen (Zemsky u.a. 2001)

- *User Friendly/Convenience* (Erfolgsquoten < 15 Prozent)
- *Good Opportunity* (15-40 Prozent)
- *Good Buy Institutions* (40-60 Prozent)
- *Name Brand Brand* (> 60 Prozent)
- *Medaillion* (>75 Prozent – nur private *elite schools*)

Nach Orientierung der Hochschule an

- *Prestige* (Status, zeitlich träge) oder/und
- *Reputation* (demonstrierte Leistungen) (Brewer u.a. 2002)

## Arenen und Fluchtpunkte des Exzellenzwettbewerbs

# „Exzellenzcluster“

1. Eliteeinrichtungen: *Medaillion*
2. Gesamthochschulen: *Good Buy Institutions*
3. Nischenanbieter: *Special Focus Institutions*
4. Die „Anti-Harvards“: *No frills*

# 1. Eliteeinrichtungen

- Starke Orientierung an Prestige und *leadership*
- Sehr selektive Zulassungen (*selective schools*)
- Breite Curricula mit starken *Liberal Arts* Anteilen
- Präferenz für *Residential Housing*

## Real existierende Typen

- Ca. 120 meist private *Liberal Arts Colleges* – akademische Exzellenz + *community*, bewusst weit vom Schuss
- Ca. 150 private und öffentliche Forschungsuniversitäten (8 *Ivy Leagues*, Stanford, Chicago, UC Berkeley, UM Ann Arbor, UVA...)



# Liberal Arts Colleges 1

# Carleton College

Search   [A-Z Guide](#)  
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Prospective Students

Academics

Campus Life

Giving

About Carleton

“Carleton is a place where you can both be a part of excellent academics and actually have a good time.” —Anna Newman '11  
[New Quote](#) • [All quotes](#)

1 N College St, Northfield, MN, USA  
+1 507 222 4000

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Faculty & Staff

Students

Families



Conversational leap from Kant to Kanye West.

Margaret Evans Residence Hall

Pause



 Campus Photos

Campus Events Calendar

News & Stories from Carleton

---

Founded in 1866, Carleton College is a small, private liberal arts college in the historic river town of [Northfield, Minnesota](#). Best known for its academic excellence and warm, welcoming campus community, Carleton offers [36 majors](#) and [15 concentrations](#) in the arts, humanities, natural sciences, and social sciences.

### Carleton at a Glance

- **Location:** Northfield, Minnesota, population 17,000
- **Nearest cities:** Minneapolis and St. Paul
- **Enrollment:** 1,986 students from 49 states and 45 countries
- **Demographics:** 47% men, 53% women; 90% live on campus
- **Calendar:** Trimester (Three ten-week terms)
- **Areas of Study:** 36 majors, 15 concentrations
- **Degree awarded:** Bachelor of Arts
- **Student/faculty ratio:** 9:1
- **Average class size:** 18
- **Campus:** 1,040 acres including an 880-acre arboretum
- **Religious affiliation:** None
- **Accredited** by the North Central Association of Colleges and Schools since 1913

### A true liberal arts education

Carleton College is committed to providing a true liberal arts education, a curriculum that challenges our students to learn broadly and think deeply. Instead of training for one narrow career path, Carleton students develop the knowledge and skills to succeed in any walk of life.

# Liberal Arts Colleges 2

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## Kenyon College

### About Kenyon

[Fast Facts](#)[Meet Kenyon People](#)[Our Graduates](#)[History & Traditions](#)[Gambier, OH](#)[College Leadership](#)[Facilities](#)

Kenyon is one of the nation's finest liberal arts colleges, a small school where academic excellence goes hand in hand with a strong sense of community. We bring together 1,600 young men and women to study with nearly 200 professors on an exceptionally [beautiful hilltop campus](#) in central Ohio. Our [curriculum](#) is rooted in the traditional liberal arts and sciences, and enriched by interdisciplinary programs. We set high academic standards and look for talented students who love learning. Small classes, dedicated teachers, and friendly give-and-take set the tone. Kenyon welcomes curiosity, creativity, intellectual ambition, and an openness to new ideas. We see learning as a challenging, deeply rewarding, and profoundly important activity, to be shared in a spirit of collaboration.

Our greatest strength is our [faculty](#), outstanding scholars who place the highest value on teaching. Close interaction with students is the rule here: professors become mentors and friends. Requirements are flexible enough to allow for a good deal of exploration. Other notable strengths include our distinguished [literary tradition](#), many opportunities for research in the sciences, and programs connecting students to our [rural surroundings](#). The Kenyon experience fosters connections of all kinds—to classmates and teachers and friends, to the life of the mind, to global perspectives, to our own unique traditions and history, and to a place of inspiration.

Kenyon College  
Gambier, Ohio 43022

# Liberal Arts Colleges 3

[About Williams](#)

Williams

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Williams College Mission

[About Williams](#)

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- » [Fast Facts](#)
- » [Firsts](#)
- » [History](#)
- » [Mission](#)
- » [Presidents](#)
- » [Traditions](#)

## Mission and Purposes

Williams seeks to provide the finest possible liberal arts education by nurturing in students the academic and civic virtues, and their related traits of character. Academic virtues include the capacities to explore widely and deeply, think critically, reason empirically, express clearly, and connect ideas creatively. Civic virtues include commitment to engage both the broad public realm and community life, and the skills to do so effectively. These virtues, in turn, have associated traits of character. For example, free inquiry requires open-mindedness, and commitment to community draws on concern for others.

We are committed to our central endeavor of academic excellence in a community of learning that comprises students, faculty, and staff, and draws on the engagement of alumni and parents. We recruit students from among the most able in the country and abroad and select them for the academic and personal attributes they can contribute to the educational enterprise, inside and outside the classroom. Our faculty is a highly talented group of teachers, scholars, and artists committed deeply to the education of our students and to involving them in their efforts to expand human knowledge and understanding through original research, thought, and artistic expression. Dedicated staff enable this teaching and learning to take place at the highest possible level, as does the involvement and support of our extraordinarily loyal parents and alumni.

No one can pretend to more than guess at what students now entering college will be called upon to comprehend in the decades ahead. No training in fixed techniques, no finite knowledge now at hand, no rigid formula can solve problems whose shape we cannot yet define. The most versatile, the most durable, in an ultimate sense, the most practical knowledge and intellectual resources that we can offer students are the openness, creativity, flexibility, and power of education in the liberal arts.



# LA Colleges – Only 4 ♀ 1

**SMITH COLLEGE**

## About Smith

Since its founding in 1871, Smith College has provided women of high ability and promise an education of uncompromising quality. A world-class faculty of scholars are fully engaged with their students' intellectual development, and an open curriculum encourages each student to explore many fields of knowledge. Mentors for scholarship, leadership and service, across all spectrums of endeavor, allow Smith students to observe different models of achievement, then set their own course with conviction.

As one of the nation's largest liberal arts colleges for women, Smith offers a unique breadth of resources. Outstanding academic facilities, on a New England campus noted for its beauty, are complemented by a supportive housing system that fosters self-reliance and builds life-long friendships.

Smith develops within its students the capacity to lead and change the world. For more than 130 years, Smith women have thrived in fields that women have not typically entered; they have broken new ground and set new standards. And the college continues to forge new paths, offering a curriculum based in the humanities, arts and sciences, but with an emphasis on globalism, practical learning and leadership skills.

- Admission
- Academics
- Student Life
- About Smith
- Offices



Just the Facts

How Smith Feels

Learn to Make a Difference

Why is Smith a Women's College?

College Events, News & Multimedia

Smith Tradition

Sustainability at Smith

Visiting Smith

Employment Opportunities

 I am Smith »



# LA Colleges – Only 4 ♀ 2



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## 10 Brilliant Reasons to Choose Mount Holyoke

No. 2  
Strength in Flexibility  
Damaris Rivera Woodbury »



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## About Mount Holyoke

As the first of the [Seven Sisters](#)—the female equivalent of the once predominantly male Ivy League—Mount Holyoke established higher education for women as a serious endeavor. Our long, distinguished history of educating leaders arises from a powerful combination of:

- academic excellence
- a tight-knit, diverse, and international community
- a worldwide network of alumnae
- the conviction that women can and should make a difference in the world.

Located in [South Hadley, Massachusetts](#), Mount Holyoke is 90 minutes west of Boston and three hours north of New York City. We encourage prospective students to [visit our beautiful campus](#), talk to professors and coaches, learn about the tremendous advantages of the [Five College Consortium](#), tour our top-notch [facilities](#), and chat with current students.

[FOR STUDENTS](#)  
[FOR FACULTY & STAFF](#)  
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[Virtual Tour](#)

### OUR MISSION

*Mount Holyoke College reaffirms its commitment to educating a diverse residential community of women at the highest level of academic excellence and to fostering the alliance of liberal arts education with purposeful engagement in the world.*

### SUSTAINABILITY

[:: Environmental Commitment](#)

## 2. Good Buy Institutions

- Orientierung an Reputation und den Bedürfnissen der Arbeitswelt, deutlicher Stolz auf Leistungen
- Überwiegend in staatlicher Trägerschaft
- Groß, oft mit mehreren Standorten
- Breites Fächerspektrum, teilweise starker Anwendungsbezug
- Gebühren-Nachlass für Landeskinder
- In einigen Regionen tobt ein heftiger Wettbewerb zwischen öffentlichen und privaten Anbietern

**BINGHAMTON**  
UNIVERSITY  
STATE UNIVERSITY OF NEW YORK

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# ABOUT

AT A GLANCE

HISTORY

MISSION, VISION, VALUES

UNIVERSITY CALENDAR

VISITING CAMPUS

LEADERSHIP

OUR STRATEGIC PLAN

ADMINISTRATIVE OFFICES

CAMPUS SAFETY

about

## About Binghamton University

The best public university in the northeast.  
Period.

In a little over 60 years, Binghamton University has built a reputation as a world-class institution that combines a broadly interdisciplinary, international education with one of the most vibrant research programs in the nation.

Binghamton is proud to be a "premier public university," which means we challenge our students academically, not financially. The result is a truly unique, best-of-both-worlds college experience.

Our academic culture rivals a first-rate private university - rigorous, collaborative and boldly innovative -- while our campus culture exemplifies the best kind of public university experience: richly diverse students, active social life and deep engagement with the community.

Our students, both undergraduate and graduate, work one-on-one with an exceptional faculty that includes Pulitzer Prize winners and groundbreaking scholars. They take

## FACTS

- Undergraduates: 11,515
- Graduate students: 2,920
- Average SAT score range: 1190-1340
- Average ACT score range: 26-31
- Top 25% of high school class: 84%
- In the past 10 years, 91-93% of freshmen returned for their sophomore year
- Students of color: 33.3%
- International students: 10%
- Students come from all 50 states and 100 countries

## Premier Public

**Green is our color**  
Binghamton University is one of only 11 colleges in the nation to be named to The Princeton Review's first-ever "green rating" of colleges.  
[Read More](#)

Discover

The Flies Have It

# Exzellenz- Management

STATE UNIVERSITY OF NEW YORK

Future Students

AboutAcademicsAdmissionStudent LifeResearchNew

ABOUT

AT A GLANCE

HISTORY

MISSION, VISION, VALUES

UNIVERSITY CALENDAR

VISITING CAMPUS

LEADERSHIP

OUR STRATEGIC PLAN

ADMINISTRATIVE OFFICES

CAMPUS SAFETY

Discover

Fueling the Green Dream Car

A team of Binghamton researchers is working hard to bring fuel cell power to the people.

Read More

about

Mission, Vision, Values

At Binghamton, our definition of excellence is constantly evolving.


When Binghamton University [opened its doors](#) 62 years ago, our goal was to be an excellent regional liberal arts college. Back then we wanted to be the best college in the SUNY system. Now we're the best public University in the whole Northeast. But why stop there?


Our mission is to provide an affordable, world-class education to high-caliber students from culturally and economically diverse backgrounds. Our focus is always on the student. Our internationally renowned [faculty](#) members produce amazing scholarship and art, and bring their spirit of inquiry and discovery into the classroom.

We're World Wise

At Binghamton, we believe that a 21st century college education requires a deep engagement with the world. Our vision is to design a distinctly "[global](#)" [educational experience](#) and foster an inclusive campus community that infuses all aspects of college life with an international perspective.

That vision is reality at Binghamton. The University has been recognized with [seven national awards](#) for innovation in international education. Our pioneering [Languages Across the Curriculum](#) (LxC) program provides study groups in as many as





# Good Buy Exzellenz 2



Welcome to Ohio State

Help Buckeye Link Map Find People Webmail

Future Students Students Alumni & Friends Faculty/Staff Academics Research Outreach Diversity International Athletics O-H!



Recognizing  
Excellence  
at Ohio State

Distinguished Teaching, Scholar,  
and Service award winners

[View video](#)

## Most Popular Links

Future Students **Students** Alumni & Friends Faculty/Staff

## Webmail Buckeye Link

Carmen (Course Management) Students

[View Class Schedule](#) [Students](#) [Colleges, Schools and Departments](#)

[Office of Student Financial Aid](#) [Add a Class](#) [Academic Calendar](#)

More: [Top 20](#), [Top 40](#)

## News

### CDC confirms Ohio State student has H1N1 flu

The student is recovering and will remain in quarantine for several more days

### Study: Faster than the speed of sound

Ohio State engineers work on computer control system for unmanned jets

### Ohio State polar scientist named to National Academy of Sciences

Professor Ellen Mosley-Thompson is a world-renowned expert in global climate change

[More News](#), [Media News Room](#)

## Events



[Buckeye Loop: May Week 2009](#)

### Today...

[Chadwick Arboretum plant sale](#)

[Dance Downtown](#)

### Tomorrow...

[Chadwick Arboretum plant sale](#)

[Next Week](#), [Next Month](#)



# Good Buy Exzellenz 2

The Ohio State University ▸ Academics

Help Buckeye Link Map Find People Webmail

Go

## Academics

Future Students

Students

Alumni & Friends

Faculty/Staff

**Academics**

Research

Outreach

Diversity

International

Athletics

O—H!

### Shaping the future of medical diagnostics

Ohio State collaboration will invest \$10 million in molecular imaging technology

### Academic News

#### [Study: Faster than the speed of sound](#)

Ohio State engineers work on computer control system for unmanned jets

#### [Ohio State FAQ on swine \(H1N1\) influenza outbreak](#)

Safety of students, faculty, staff and patients remains our top priority

#### [Ohio State polar scientist named to National Academy of](#)



In 2007-08, **19 Ohio State students won prestigious national scholarships and fellowships**; we are the only university in the country this year where students have been awarded both the nation's premier academic award—the Rhodes Scholarship—and four Goldwater Scholarships, the maximum for an institution.

### Most Popular Links

## Colleges and Schools Majors/Specializations

[Graduate Fields of Study](#) [Graduate School](#) [Course Catalog \(Course Bulletin\)](#)

### 3. *Special Focus Institutions*

- Viele religiös gebunden oder durch eine spezielle *mission* geprägt
- Überwiegend private *non-profits*
- Geringe Größe
- Starkes „Sendungsbewusstsein“ in Verbindung mit Kampf um Reputation und oft auch um Prestige




# Nischen-Exzellenz 1

UNIVERSITY of  
**NOTRE DAME**

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## ABOUT NOTRE DAME

### About Notre Dame


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- [Mission Statement](#)
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## Indicators of Excellence

### Select Rankings

- Notre Dame is rated among the nation's top 25 institutions of higher learning in surveys conducted by *U.S. News & World Report*, *Princeton Review*, *Time*, *Kiplinger's* and *Kaplan/Newsweek*.
- Notre Dame ranks first among U.S. Catholic colleges and universities in the number of undergraduates who have gone on to earn a doctorate since 1920, according to independent studies conducted by Georgetown University and the *Delta Epsilon Sigma* scholastic honor society.
- Notre Dame is one of the few universities to rank in the top 25 in the *U.S. News & World Report* survey of America's best colleges and the U.S. Sports Academy Directors' Cup standings of the best overall athletic programs.
- Notre Dame ranks fifth in a listing of "dream schools" in a survey of parents by the *Princeton Review*. The top five are Princeton, Stanford, Harvard, New York University, and Notre Dame.

### A Rising Private Research University



An influential book from Johns Hopkins University Press ranks Notre Dame sixth among 11 rising private research universities. [Learn more about Research >](#)



# RESEARCH THAT GETS APPLAUSE



DEBARTOLO  
PERFORMING ARTS CENTER



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### Diversity recognition ceremonies planned for seniors

Special recognition ceremonies for Latino, Asian and Pacific Islander, Native American and African-American members of the University of Notre Dame's graduating class will be held May 15 to 17 on campus.



[Calendar of Events](#)

### Final Exams May 4-8

Campus-wide.

### Fischhoff Midday Concerts May 8: 11:30am and 12:30pm


Main Building rotunda. Experience some of the world's finest young ensembles on campus to participate in the




OFFICE OF  
SUSTAINABILITY



# Nischen-Exzellenz 2

**Yeshiva University**

**Office of the President**



**Office of the President**

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- Annual Report
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**Schools & Affiliates**




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  - Yeshiva College
  - Stern College for Women
  - Sy Syms School of Business
- Undergraduate Jewish Studies Programs
  - S. Daniel Abraham Israel Program
- Graduate and Professional Schools
  - Albert Einstein College of Medicine
  - Azrieli Graduate School of Jewish Education and Administration
  - Benjamin N. Cardozo School of Law

**WELCOME TO YESHIVA UNIVERSITY**



[» YU Annual Report](#)

**Media Gallery**


-  [In the News](#)
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At Yeshiva University, we are dedicated to offering the world the highest levels of scholarship coupled with a deep commitment to the value of values.


We draw our strength from four core ideals: **nobility**, the advancement of the principles of Torah and Western civilization; **excellence**, the pursuit of intellectual discovery and our standing as one of North America's premier centers of academic achievement; **Israel**, the land and state at the heart of the Jewish people; and **community**, our obligation to instill a sense of service in our students and contribute to society at large.

At our **20 undergraduate, graduate and professional schools and affiliates**, our students are inspired and inspire others. Their charge is to take their sense of humanity and bring it to bear on how they build their future.

**Spotlight**



President Joel endorses University's updated branding system and guidelines.



Download President Richard M. Joel's Open Letter to the YU Community (PDF)

# Nischen-Exzellenz 3

## DEEP SPRINGS COLLEGE



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### Deep Springs College



"The desert has a deep personality; it has a voice. Great leaders in all ages have sought the desert and heard its voice. You can hear it if you listen, but you cannot hear it while in the midst of uproar and strife for material things. 'Gentlemen, for what came ye into the wilderness?' Not for conventional scholastic training; not for ranch life; not to become proficient in commercial or professional pursuits for personal gain. You came to prepare for a life of service, with the understanding that superior ability and generous purpose would be expected of you."

Deep Springs Founder L.L. Nunn, 1923



### About Deep Springs

Deep Springs is an all-male liberal arts college located on a cattle-ranch and alfalfa farm in California's High Desert. Electrical pioneer L.L. Nunn founded the school in 1917 on the three pillars of academics, labor, and self-governance in order to help young men prepare themselves for lives of service to humanity. The school's 26 students, along with its staff and faculty, form a close community engaged in this intense project.

Deep Springs operates on the belief that manual labor and political deliberation are integral parts of a comprehensive liberal arts education.

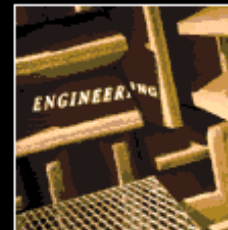
Each student attends for two years and receives a full scholarship valued at over \$50,000 per year. Afterwards, most complete their degrees at the world's most prestigious four year institutions.



# Nischen-Exzellenz 4



THE COOPER UNION  
FOR THE ADVANCEMENT OF SCIENCE AND ART



## ABOUT THE COOPER UNION

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STUDENT SERVICES  
THIS MONTH AT COOPER

IRWIN S CHANIN  
SCHOOL OF  
ARCHITECTURE

SCHOOL OF ART

ALBERT NERKEN  
SCHOOL OF  
ENGINEERING

FACULTY OF  
HUMANITIES AND  
SOCIAL SCIENCES

---

at Hall presents a multi-media event, "Electoral Politics" 5/19/09

---

➤ COOPER UNION VIRTUAL TOURS

➤ COMMENCEMENT

➤ NEW ACADEMIC BUILDING

➤ URBAN VISIONARIES DINNER/AUCTION

➤ COOPER IN THE COMMUNITY

➤ PRESIDENT'S NEWSLETTER



HISTORY

THE GREAT HALL

BOARD OF TRUSTEES

OFFICERS

SCHOOL DIRECTORY

HUMAN RESOURCES  
AND PERSONNEL

HOW TO GET HERE/  
CAMPUS MAP

CAMPUS SECURITY  
REPORT

NEW YORK CITY

PRESIDENT'S REPORT

NEW ACADEMIC  
BUILDING

## ABOUT THE COOPER UNION

### Mission Statement

Through outstanding academic programs in architecture, art and engineering, The Cooper Union for the Advancement of Science and Art prepares talented students to make enlightened contributions to society. The College admits undergraduates solely on merit and awards full scholarships to all enrolled students. The institution provides close contact with a distinguished, creative faculty and fosters rigorous, humanistic learning that is enhanced by the process of design and augmented by the urban setting.

Founded in 1859 by Peter Cooper, industrialist and philanthropist, The Cooper Union offers public programs for the civic, cultural and practicable enrichment of New York City.

Watch our "Build the Future" video: [Quicktime](#) | [Windows Media](#)

The Cooper Union for the Advancement of Science and Art, established in 1859, is among the nation's oldest and most distinguished institutions of higher learning. The college, the legacy of Peter Cooper, occupies a special place in the history of American education.

## 4. Die „Anti-Harvards“

- Rapide Expansion (2004-2007: + 24,5%)
- Meistens berufstätige Part-Time Studenten
- Intensive Internet-Nutzung: Lehrmodule online
- Berufsorientierte Schwerpunkte (IKT, BWL, *nursing*, Technik)
- Preisgünstig (*value for money, affordable education*)
- Anbieter oft börsennotierte Bildungskonsortien
- Mehrheitlich nebenamtliche Dozenten
- Keine Forschung

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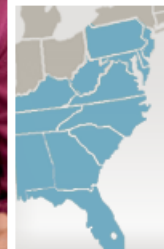
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Select a State

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## Why Choose Strayer University?

### ✓ Affordability

Continuing your education may be more affordable than you think.

### ✓ Quality

Earn a relevant, substantive education from an accredited university that employers respect.

### ✓ Convenience

Programs you want, on campus or online, at times that work for you.

### ✓ Support

Our faculty and staff will be there to help you succeed.

### Current Students

Check your class schedule, register for classes, check your grades, email, apply for financial aid, and attend classes online!

[Access Student Services](#)

# No-Frills-Exzellenz 2

**University of Phoenix**  
Thinking ahead.®

Student Login

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## I Am A PHOENIX<sup>SM</sup>

University of Phoenix students are hard working spouses, mothers, fathers, grandparents, executives, soldiers, nurses and teachers all striving to better themselves. Click below to see a few of their inspiring stories.

[SEE CHERRON'S STORY »](#)

University of Phoenix offers undergraduate and graduate programs in business, education, nursing, technology and human services. Every [degree program](#), [course](#) and [certificate](#) we offer is designed to challenge our students because the best way to ensure academic excellence is to demand it.

So, whether you're completing your degree online or at one of our [campus locations](#), you'll gain relevant and practical knowledge from [faculty](#) who work in the fields they teach and fellow [students](#) who bring real-life experience to the class.

### Degree Programs



- [Find your Degree Program](#)

### Financial Options



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### Campus Finder

### Getting Started

### Faculty Articles

#### [The Big Return: Mothers and Grandmothers Re-entering Academia](#)

04/30/2009

"Leaving the familiar takeschutzpah. Showing the world their courage..."

by Millicent Thomas (2)

#### [Stop, Drop, & Assess: Is Your Company Sending Mixed Signals?](#)

04/30/2009

"Sending mixed signals to employees and customers during a recession is ..."

by Ruby Rouse (2)



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## Doctoral Programs

Fulfill a lifelong goal. Make an original contribution. Gain the confidence and credentials to teach, publish, consult, or lead. Walden's doctoral programs are designed to help you pursue your passions.



## Which Program is Best for You?

Discuss your education and career goals with an expert who can answer your questions.

[Request Information](#) →

### Select a Doctoral Program

- [Ph.D. in Applied Management and Decision Sciences](#)
- [Ph.D. in Education](#)
- [Ph.D. in Health Services](#)
- [Ph.D. in Human Services](#)
- [Ph.D. in Psychology](#)
- [Ph.D. in Public Health](#)
- [Ph.D. in Public Policy and Administration](#)
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### New Programs

[Ph.D. in Education specialization in Curriculum, Instruction, and Assessment](#)

[Doctor of Education specialization in Higher Education and Adult Learning](#)

[Doctor of Business Administration \(D.B.A.\)](#)

### How I Did It

Read what Dr. Pauline Clifford did to make it through her Ph.D. program.

[Read More](#) →

### The Continuing Pursuit of Genius

In a culture that glorifies early achievement, it's easy to think that genius is the province of the young. Find out why your best work is still ahead of you, and how you can make your mark with a Walden Ph.D.

### Supporting Your Success





# ...and here comes: The Winner!



Le Cordon Bleu  
College of Culinary Arts  
Miami

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EN ESPAÑOL



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Le Cordon Bleu College of Culinary Arts Miami is a Florida based culinary arts school that is dedicated to helping students prepare for exciting, fulfilling culinary careers.

Le Cordon Bleu: Some of the finest in European and North American culinary arts training programs available today.

- Non-traditional, hands-on instruction
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[Learn more about Miami Culinary](#)

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Le Cordon Bleu College of Culinary Arts Miami is associated with the famed Paris cooking school, Le Cordon Bleu. To help prepare our students for



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Program  
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Le Cordon Bleu  
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Program  
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Are you a **candidate** for acceptance?



TOP **10** reasons to attend  
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College of Culinary  
Arts - Miami

Class Information  
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954.628.4400

Call Us!



# Distinktionsmerkmal Exzellenz

- „Qualität“ ist ein wichtiger Faktor im Hochschulwettbewerb und –marketing
- Es gibt ein scharfes Qualitätsgefälle zwischen einzelnen Hochschulen und Systemsegmenten,
- aber keine Dichotomie „hervorragend oder grottenschlecht“, sondern viele fließende Übergänge.
- „Academic excellence“ ist *ein* Qualitätsmerkmal unter vielen anderen
- Was zählt, hängt vom Marktsegment ab

# Und wo bleibt Harvard?

- Institutioneller Brennpunkt für den internationalen Exzellenzdiskurs
- Aber kein Fluchtpunkt für das Exzellenzstreben der US-Hochschulen
- Exzellenz ist überall, hat aber in den verschiedenen Marktsegmenten jeweils unterschiedliche Gesichter und Bedeutung

**Hinter Harvard beginnt nicht die  
Steppe,  
sondern ein tropischer Regenwald**



**WZB**

Wissenschaftszentrum Berlin  
für Sozialforschung

**Danke für Ihre  
Aufmerksamkeit**