



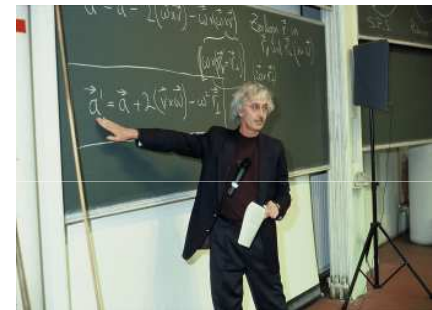
**Freedom, Excellence, Internationality –
Freie Universität Berlin today**

THE INTERNATIONAL NETWORK UNIVERSITY

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November 2010

Some Facts and Figures*

- founded in 1948 with support from the USA
- full-scale university with over 100 fields of study
- around 420 professors, 2,000 academic staff, and 28,500 students, 4,300 doctoral students
- International students 17 %, international doctoral students 24 %
- High proportion of women: 60% students, 44% academic staff, 34% junior professors, 21% professors
- Top 100 THE ranking in 2009, in various meta-rankings among Top 5 in Germany
- approved funding in all three funding lines of the German Initiative of Excellence
- Budget: 270 Mill € state funding, 95 Mill € third party funding



* Figures exclude Medical School Charité

Key Motivations for Internationalization

Recruitment of the best brains

- Worldwide competition for the best researchers, PhD candidates...
- Often the only way to survive for some subjects
- Too few good students in natural sciences

Increase of research quality

- Internationalization *per se* not a sign of quality
- However, many projects work only through cooperation
- Improved international standards

Improvement of teaching through intercultural competences

- Most companies are international, teaching must prepare students
- Cultural competence will also determine the success at work
- “Internationalization at home” in addition to study abroad

Principles of Internationalization

Excellence

- We don't internationalize for internationalization's sake but for additional quality.

Primacy of Research & Teaching

- All international activities are undertaken with the interests of researchers and students in mind.

Sustainability

- Formalized partnerships have to be based on more than one scientist. Scientists need support through contracts and administration if they are meant to be sustainable.

Taking into account local context

- All internationalization instruments have to take into account the local Berlin situation (financial situation, cooperation with other universities etc.)

Global Responsibility

- Internationalization is one way of showing the university's contribution to solving global problems and challenges.

Why Internationalization at Freie Universität?

Historical reasons

- Many contacts to the US due to funding/foundation
- Post-war Berlin situation

Already existing strengths

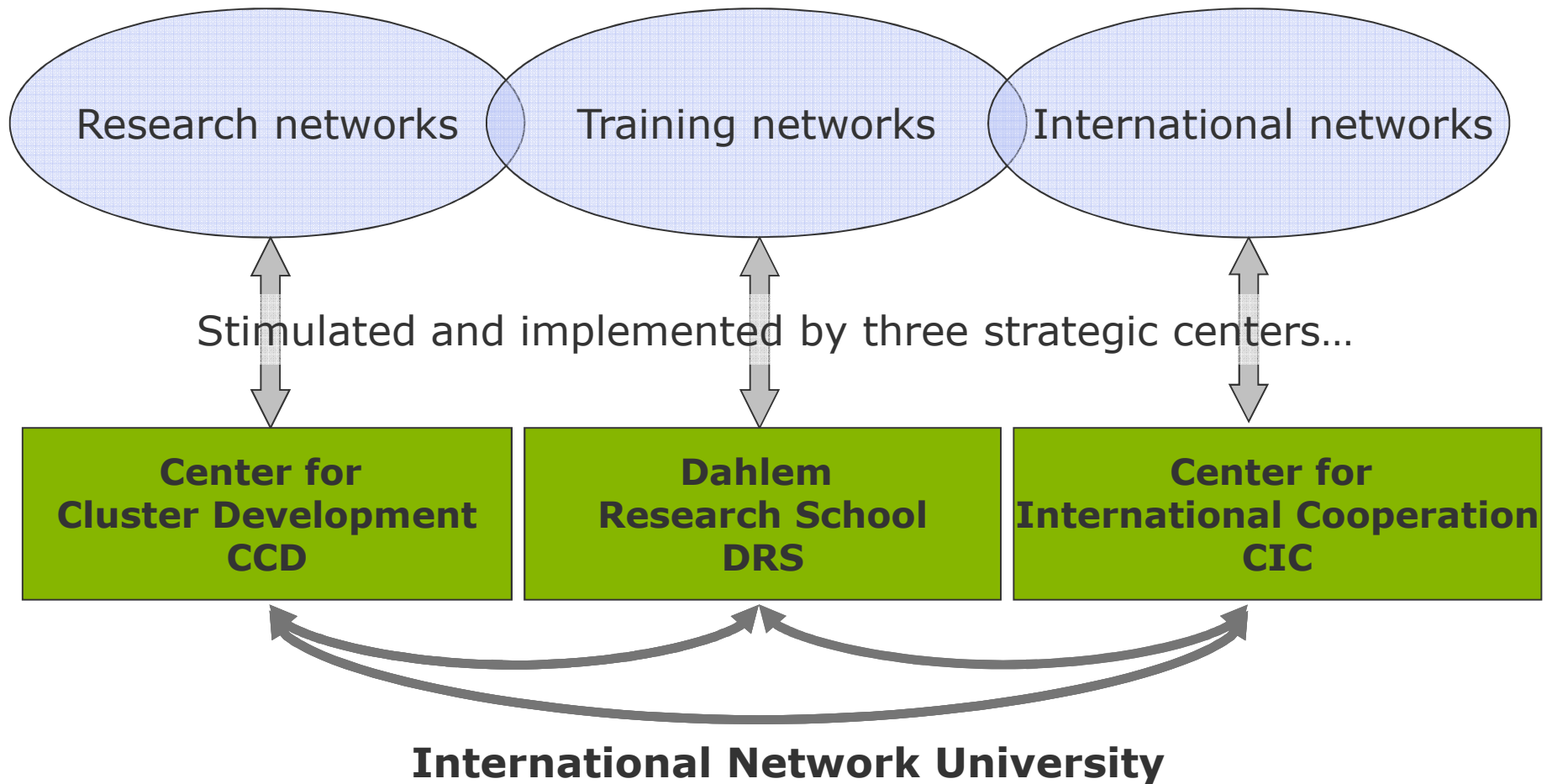
- Large international network, area studies (Near East, Latin America, Eastern Europe, East Asia, Northern America)
- Strategic partnerships with other international universities
- Large number of international students, DAAD, Erasmus etc.
- Large international summer school

But also weaknesses

- No structured PhD-program, few English MA/MSc programs
- No one-stop-agency for international researchers/students
- No comprehensive institutional strategy to interlink research, teaching and cooperation with respect to internationalization

Institutional Strategy

Third Funding Line in the Excellence Initiative



CCD - Objectives

Cluster Development

Financial and organizational support for the scientists during the development of outlasting, competitive research focuses which will lead to innovations in industry, politics and culture

Service center for scientists

University Development

Support of the university administration during the development and implementation of a new research strategy on the university level

Link between research and university management

„The place where the researcher’s academic freedom and the university’s management need for coordination meet in an integrative manner“

DRS - Tasks and Targets

Definition & Objectives

- ➔ Umbrella organization for structured doctoral education at Freie Universität
- ➔ Structured doctoral education means
 - 3 years duration
 - Supervisory team (2-3 supervisors)
 - Curriculum (disciplinary, transdisciplinary and transferable skills)
 - Continuous evaluation and documentation
 - Often funding through scholarships
- ➔ Set quality standards to improve doctoral education

CIC - Strategic Tasks and Targets

Objectives

- Increase the university's attractiveness and visibility abroad
- Support the university's scientific networks worldwide with a focus on PhD cooperation
- Promote and facilitate new research cooperation
- Increase general inbound and outbound mobility at graduate and research level
- Position the university at the forefront on hot topics in international higher education
- Develop a university wide internationalization strategy

CIC - Performance Levels

Operational Level

Administration of proposals and funds for internationalization

Set-up and administration of world wide network of liaison offices

Advice on international research proposals

Organisation of delegation visits - inbound and outbound

High profile HE events

Support of international alumni

Strategic Level

Mapping of international activities

Development of new internationalization tool box

Development of strategic partnerships

Representation of Freie Universität at key international conferences

Development of internationalization strategy at university & faculty level

CIC - Liaison Offices



Internationalization Strategy

Development of university wide strategy in process – mile stones

- Schools/Departments develop internationalization strategies at department levels
- Consultation process with all deans to build in their wishes into university-wide internationalization strategy (top-down/bottom-up planning)
- Analysis of existing partnerships at all levels, defining 8-10 key institutional partnerships
- Development of key partnerships through delegation visits, joint workshops, invitations, joint funds etc.

Internationalization in Teaching

- Implementation of bachelor and master courses university-wide and at an early stage
- Development of new master programs with an international orientation (in English, bilingual, with structured exchanges, with joint degrees etc.)
- Increasing the number of students with international experience through increase in direct exchanges and increasing cohorts (e.g. 25 places with University of California)
- Recruitment of international students for master programs
- Improvement in the area of language & orientation courses for international students

Internationalization in Research

- Expansion and dynamization of international research cooperations
- Recruitment of excellent PhD-students and scientists worldwide
- Increasing the level of awareness and visibility of Freie Universität Berlin
- Focus on selected international partnerships
- Support regarding the constitution of international PhD-programs
- Building of an international alumni network
- Further aspects?

First results – International Network University

- ➔ Increase in international doctoral candidates (+59%), scientists (+32%), DAAD funding (+63%) [from 2006 to 2009]
- ➔ Top 10 destination worldwide for doctoral students from China (with government scholarships)
- ➔ Two new international research training groups (with Mexico and India), further in planning
- ➔ Higher visibility in general (progress in rankings, more enquiries for partnerships, exchanges, joint degrees)
- ➔ Systematic research planning, more interdisciplinary approaches, new development of focus areas
- ➔ More joint international research applications

Topics for the Future

- ➔ Further reform of bachelor and master programs (with exchange “windows”)
- ➔ More joint programs in graduate education, at master and doctoral level
- ➔ “Internationalization at home” will soon reach its limits at Bachelor’s level
- ➔ Concentration on recruitment for Master und doctoral programs
- ➔ Internationalization will become even more a cross-sectoral theme („Querschnittsthema“)
- ➔ Further improvement of our services (incl. English in administration)
- ➔ Further regional and institutional focusing (strategic partnerships)
- ➔ European funding opportunities ever more important
- ➔ Awareness for global themes and global responsibility



Thank you very much for your attention!

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