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Dear Professor Jäger, ladies and gentlemen,

Thank you very much for the opportunity to share with you some ideas about the university of tomorrow. 550 years – my sincere congratulations ! - are a good reason to look back but an even better one to look ahead.

Advanced Age is not always an asset in itself as I increasingly experience myself – but if the accumulated wisdom is combined with an openness and curiosity for the new and the unknown it may turn out to be an advantage as in the case of old wines which get their whole flavour only after a lengthy maturing period.

I have no doubt that this is also true in the case of Freiburg University, which has changed its profile as much as it has preserved the precious legacies of the past.

There are indeed a number of values, virtues and achievements of the traditional university which should not lose their significance for today or tomorrow – including a certain distance from the noise of the market place and even the eventual temporary remoteness of an ivory tower as long as this is not misunderstood as a denial of the real needs of society but rather appreciated as the privilege to think ahead beyond the actual demands and priorities of the customers...)

Among the many things that have changed in the course of the centuries there is one dominant issue which I’m going

to concentrate on, namely the internationalisation process and its impact on university development.

I guess that is in line with what the organizers had in mind when inviting me to hold this talk since this is my professional business as Secretary General of an organisation which spends around 280 million Euros per year on promoting world wide academic exchanges and scientific cooperation.

As you might know all the German universities are our members and at the same time our main beneficiaries. Thus we can monitor their international activities to some extent and our budget allocation also provides some kind of ranking list of their international dimension.

The University of Freiburg, with an annual share of roughly 3,7 million Euros last year, ranks among our top ten members - and as host to 360 foreign DAAD-fellowship holders it holds the third place as a destination for international students and faculty. This deserves thanks and acknowledgement and might raise the question whether talking about internationalization here in Freiburg means taking coals to Newcastle or owls to Athens as we say. Nevertheless there is always room for improvement for a university which seriously strives for a top ranking in the international champions league. And there is indeed no doubt that a world class university will either be international or it will not be a world class university.

Why is internationalization so important and what does it mean to be an international university? Let me briefly comment on these two questions.

Internationalization is, of course, not a recent phenomenon and has accompanied university history from its very beginning. However, the enormous geopolitical shifts since the fall of the iron curtain, European integration and

expansion, the rapid growth of the world market and trade, the emergence of new economies, the internet with its ready access to the treasures of knowledge, the mobile phone and the omnipresence of TV, the availability of affordable travel facilities world-wide and, last but not least, the dominance of the English language, have led to a new dimension of internationalization that far exceeds what existed before.

The same is true in the world of education where a global market has emerged. 2.5 million students are internationally mobile and the demand for cross border education is expected to increase to more than 7 million students by the year 2025. The recruitment of the best brains worldwide has become a global competition. International attractiveness matters. World rankings, however problematic, are taken seriously. Promotion and marketing have become a necessity as has the formation of competitive international partnerships and consortia.

Meanwhile the internationalization process has swept into the field of higher education policy, which had for so long fiercely been defended as a national matter. The European Union develops strategies on educational and scientific competitiveness and implements massive new programs for research and mobility. Increasingly these strategies reach beyond European borders. This and the so called Bologna Process of 47 states are neither a coincidence nor an historical accident but an irreversible expression of what Thomas Friedman termed "The world is flat".

I am sure that this process is going to continue – in spite of widespread uneasiness or resistance - also among our universities. A top university cannot afford to ignore or to oppose this process but must rather try to lead and to direct it from the drivers seat.

If you follow me so far what then does this mean in practical terms for the institutional profile and development? Let me name just a number of criteria, targets and figures which I hope are self-explanatory:

1. The international university will provide a substantial **international education for its students** which implies

- international components in curricula,
- periods of study abroad or international internships for at least half of the students,
- opening “windows of mobility” during undergraduate courses,
- organizing systematic exchanges with excellent partner universities, if possible leading to a double or joint degree,
- urging its own faculty to liberally recognize credits from abroad,
- assuring international recognition of its own courses and degrees, through international benchmarking and accreditation,
- offering parallel courses in foreign languages, in particular in English, predominantly at the master and doctoral level .

The university will not follow a strict 3+2 Bachelor-Master System but also offer, where appropriate, 4 year Bachelor degrees, especially when combined with an integrated one year abroad, and it will also offer one year master degrees, specially for further training of professionals. It will also open direct access to doctoral studies for the most gifted Bachelor holders.

2. The international university will recruit at least **20 per cent of its students from among the best brains abroad** which requires

- a customer-oriented information and systematic promotion,
- exchange programs with excellent partners,
- thorough selection of applications,
- attractive and hospitable conditions on campus,
- intensive language courses in German as a foreign language,
- a generous fellowship program for highly qualified but

needy students including teaching and research assistantships,

- and, as for the Germans, a liberal recognition of foreign study achievements, credits and degrees after individual selection.

The university will recruit at all levels, but with a specific focus on master and doctoral students where Germany is still lagging behind its main competitors. The university will offer fast track PHD courses for highly qualified Bachelor degree holders and decide after the first year of study whether they should continue or leave at this stage with a Master degree.

3. The international university will **recruit at least 15-20 per cent of its faculty world-wide**, which will require substantial improvements in the traditional German appointment processes: shorter duration, more transparency, more customized and service oriented procedures and more flexibility in salaries and equipment negotiations.

The university will offer tenure track positions to the most qualified among their young scientists.

The university will also have an intensive guest professor and guest lecturer program to provide an international dimension for the many non-mobile students.

The university will make it a prerequisite that the German professors are also able to teach in English or another universal language. Most of its new Master courses will be taught in English and of course it must be possible to do a PHD in this lingua franca. Nevertheless the university will also provide intensive German language courses and intercultural training.

4. The international university will build up a world-wide **alumni network** especially for those who are still active in higher education and research. It will offer regular information, meetings, and use the alumni for promotion and recruitment as well as for cooperation in educational

exchanges and research. It might also profit from alumni donations one day.

5. The international university will seek bilateral or **multilateral alliances** with other international universities of equal or better quality for student and staff exchanges and research cooperation in internationally funded programs. It will also use a systematic benchmarking procedure as a subtle but effective means of institutional reform.

6. When building its institutional network the university will not forget that the majority of the world population lives in so called **developing countries**. It will, where appropriate, include partnerships with universities from the south and help them to build up their capacity and upgrade their faculty. And it will dedicate research resources to the solution of the global problems as defined in the so called Millennium Development Goals.

7. To achieve all this, to set its own priorities and to carefully invest its limited resources of time and money, the international university will develop and apply its own **internationalization strategy**, which will combine bottom up initiatives with top down approaches. It will see internationalization as a matter of leadership and at the same time as an integral part of the decentralized performance of the university. It will ensure that the necessary human and financial resources are available, and of course it will work closely with the DAAD...

Ladies and gentlemen, none of these issues are new, all of them are already implemented to some extent both worldwide and also here in Freiburg. However, there are so far very few places, if any, in Germany, where internationalization has been systematically installed as an institutional strategy throughout the whole university.

The University of Freiburg if it continues its efforts along the above mentioned agenda could set an example of best practice and assume a leading role in the process of internationalization. And the DAAD will be pleased to accompany on your way into a even more fascinating future.