Ways of Measuring University Performance: (How) Can We Measure Internationality?

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The German Rectors’ Conference: Mission & Profile
The German Rectors’ Conference

268 HRK Member Universities

102 Universities
121 Universities of Applied Sciences
45 Colleges of Art and Music
Mission

The HRK is the political and public voice of the universities and provides a forum for the process of forming joint policies and practices.

- Agenda setting and advocacy at national and international level
- Service provision for member institutions
HRK Resolutions and Recommendations (selected)

- “Managing Cooperative Doctoral Degree Programmes” (2015)
- “Franchising Models in Medicine and Medical Schools” (2015)
- “On Basic and Project Funding for the Universities” (2014)
- “MOOCs in the Context of Digital Teaching” (2014)
- “European Study Reform” (2013)
- “Recommendations on Teacher Education” (2013)
- “Quality Assurance in Doctoral Examination Procedures” (2012)
- “Language Policy at German Universities” (2011)
(How) can we measure „internationality“?
How can we measure „internationality“?

Quantitative Approach: National University Rankings

- **CHE University Ranking**
  - Primarily meant as a tool for choosing a place of study
  - Subject-specific & multi-dimensional (charts can be based on individually composed criteria)
  - League groups, no league positions

- **Ranking criteria for “international orientation”**: obligatory stays abroad, joint degree programmes, percentage of international students, internationality of scientific staff, percentage of classes given in foreign language, outgoing student and staff mobility, share of anglophone research groups
How can we measure „internationality“?

Quantitative Approach: International University Rankings

- Times Higher Education World University Rankings
  - Meant as a tool for governments, universities and students
  - Mostly known for institutional ranking, but also subject-specific
  - League positions; high impact of “reputation” and “citations” (approx. two-thirds)

➢ Ranking criteria for “international outlook“:
  - international-to-domestic-student ratio
  - international-to-domestic-staff ratio
  - international collaboration (i.e. proportion of a university’s total research journal publications with at least one int. co-author and reward higher volumes)
How can we measure „internationality“?

Quantitative Approach: Other Ways of Defining, Collecting and Interpreting Indicators

- Indicators for Mapping and Profiling Internationalisation (IMPI)

  Project partners: ACA, Campus France, CHE Consult (lead), NUFFIC, Perspektywy, SIU

  (2009 – 2012; EU-funded) www.impi-project.eu

  - Tool box can be flexibly adjusted to institutional goals and needs
  - Varying availability and practicability of indicators (effort to collect vs. output?)
  - Danger of getting lost in indicators (~500)? fitness for purpose?)
How can we measure „internationality“?

Quantitative Approach: Other Ways of Defining, Collecting and Interpreting Indicators

- Profile Data on the Internationality of German Universities

Project partners: DAAD, HRK and Humboldt Foundation
(2006 – ongoing)
www.hrk.de/themen/internationales/arbeitsfelder/profildatenprojekt/

- (Yearly) figures from openly available sources; continuous development of further indicators (… is challenging)

- Benchmarking in six clusters

- Institutional results are made available to the individual universities only → service tool for institutional development

- Overview publication for the general public
University rankings will never be „perfect“ and they are (probably) here to stay.

Ranking positions / institutional achievements with regard to quantitative indicators are de facto relevant for the (inter)national reputation and visibility of a university.
How can we measure „internationality“?

However, internationalisation is…

- **… diverse:**
  It is seen in different ways by its many **stakeholders** — with varying (conflicting?) motives.

- **… context-dependent:**
  It needs to be evaluated on the basis of the **institutional profile** and the **goals** of a university.

- **… not an end in itself:**
  It needs to be pursued goal-oriented and with a focus on quality enhancement in **research, teaching & learning**.
Quantitative indicators do enhance **transparency** and support the **evaluation** of the internationalisation status of an institution, but they only represent part of the picture („activity“ rather than „quality“).

**Qualitative aspects** need to be adequately incorporated into the evaluation of institutional „internationality“.

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**How can we measure „internationality“?**

**Thus: Orientation towards Quality**

- Quantitative indicators do enhance **transparency** and support the **evaluation** of the internationalisation status of an institution, but they only represent part of the picture („activity“ rather than „quality“).
- **Qualitative aspects** need to be adequately incorporated into the evaluation of institutional „internationality“.
66 universities have participated in the Audit so far.

By 12/2016 80 universities will have gone through the audit process.

140 universities have expressed their interest to be audited since the start of the initiative in 2009.
Success Factor: Professionalisation of Data Management

- **Professionalising data management**: enhancing the collection and evaluation of data → can also be used for data delivery to external actors

- **Defining „success“**: defining internally accepted quantitative and qualitative indicators (e.g. learning outcomes, retention rate, effectivity of university partnerships)

- **Monitoring**: establishing regular monitoring mechanisms (e.g. evaluations, feedback loops) → hardest task: **acting upon the knowledge gathered**
How can we measure „internationality“?

**Success Factor: Agenda Setting**

- **Political agenda setting** at the local, regional, national and international level (e.g. responsible yet assertive communication of institutional mission)

- **Sustained communication with internal and external stakeholders** at the local, regional, national and international level (e.g. communication of specific characteristics of the German research system)

- **Sustained dialogue** with other external actors (e.g. publishers of international university rankings)
Vielen Dank!
ご静聴ありがとうございました

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