

DAAD

Deutscher Akademischer Austausch Dienst
German Academic Exchange Service

DAAD a German Strategy

Recruitment Policies and Strategies in Germany Concerning HE

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Deutscher Akademischer Austausch Dienst
German Academic Exchange Service





CSHE-Study „The Global Competition For Talent“

Findings:

Changed migration patterns for international student mobility. Stiff competition for USA

New US strategy:

The universities and the individual states together with the government should work on an **integrative strategy to meet the challenge.**



The strategic foundation for Germany's internationalization efforts: an **integrative strategy**

1. German universities' "internationalization agency", DAAD

Bologna process

Public money and government engagement

Inter-institutional concerted **action**



... setting the stage for an integrative approach

1925:

founding of DAAD by students from the university of Heidelberg, a university with an old an international identity

Bottom up from the beginning

1000 years of National Socialism

1950:

re-founding of DAAD as a member organization of German universities

It's never been about recruitment – it's always been about exchange and internationalization.



DAAD-scholarshipholders 1932 – destination USA





DETAILS / About DAAD

Mission and mandate: a self-governing, non-profit, **private registered** association established to cultivate international academic relations

Membership: upon **application**



Members: the higher education **institutions** represented in the German Rectors' Conference (HRK) and their **student bodies**

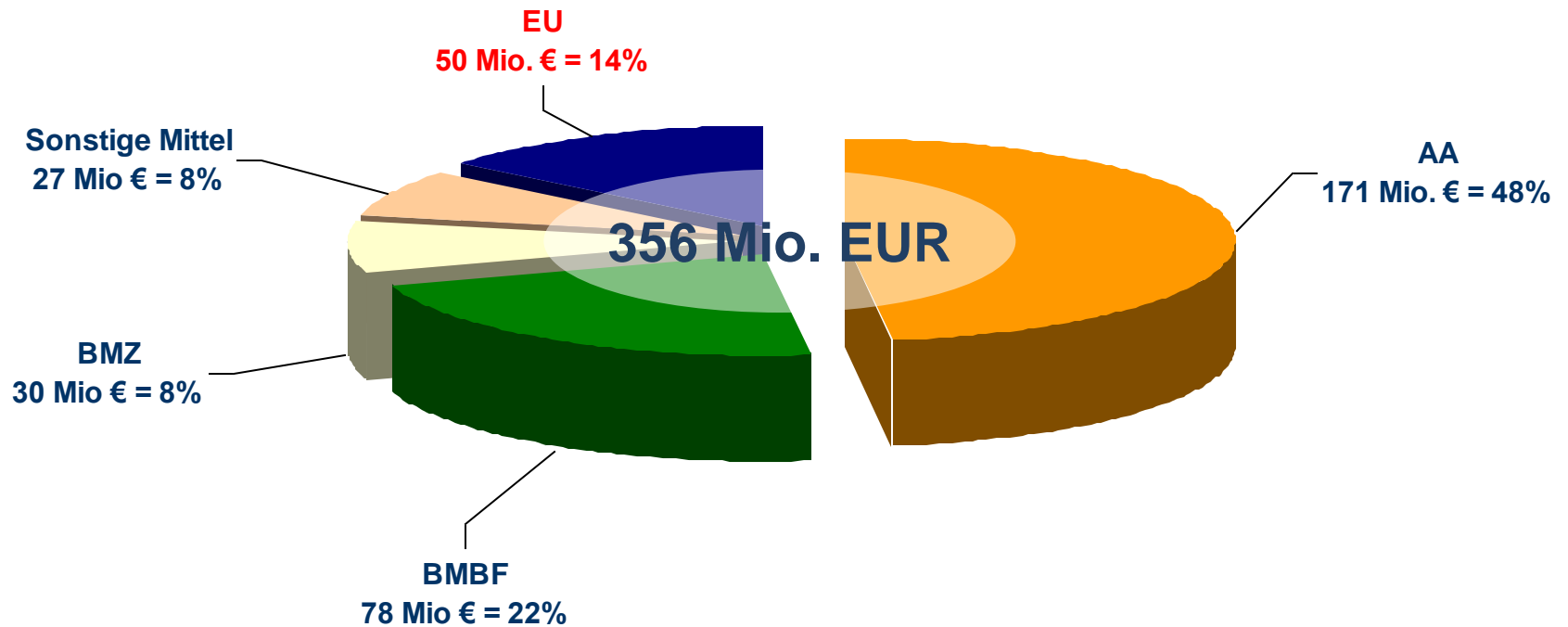
Decision-making bodies: Executive Committee, Board of trustees and General Assembly. **The President of DAAD must always be “a person with close connections to academic life”.**

Funding: about **80 % public funding**





DAAD budget 2009





The broader German picture

General political framework

In Germany the 16 states (**Laender**) are autonomous with regard to education - including HE. They are financially and politically responsible for HE.

In Germany a mere **4.8 % GDP** is spent on education (OECD).

For over 80 years there has been an **agency acting on supra-national level** with a mission to foster internationalization of HE: DAAD, institutionally funded (to a great extent) by the Foreign Office.



The strategic foundation for Germany's internationalization efforts: an **integrative strategy**

German universities' "internationalization agency", DAAD

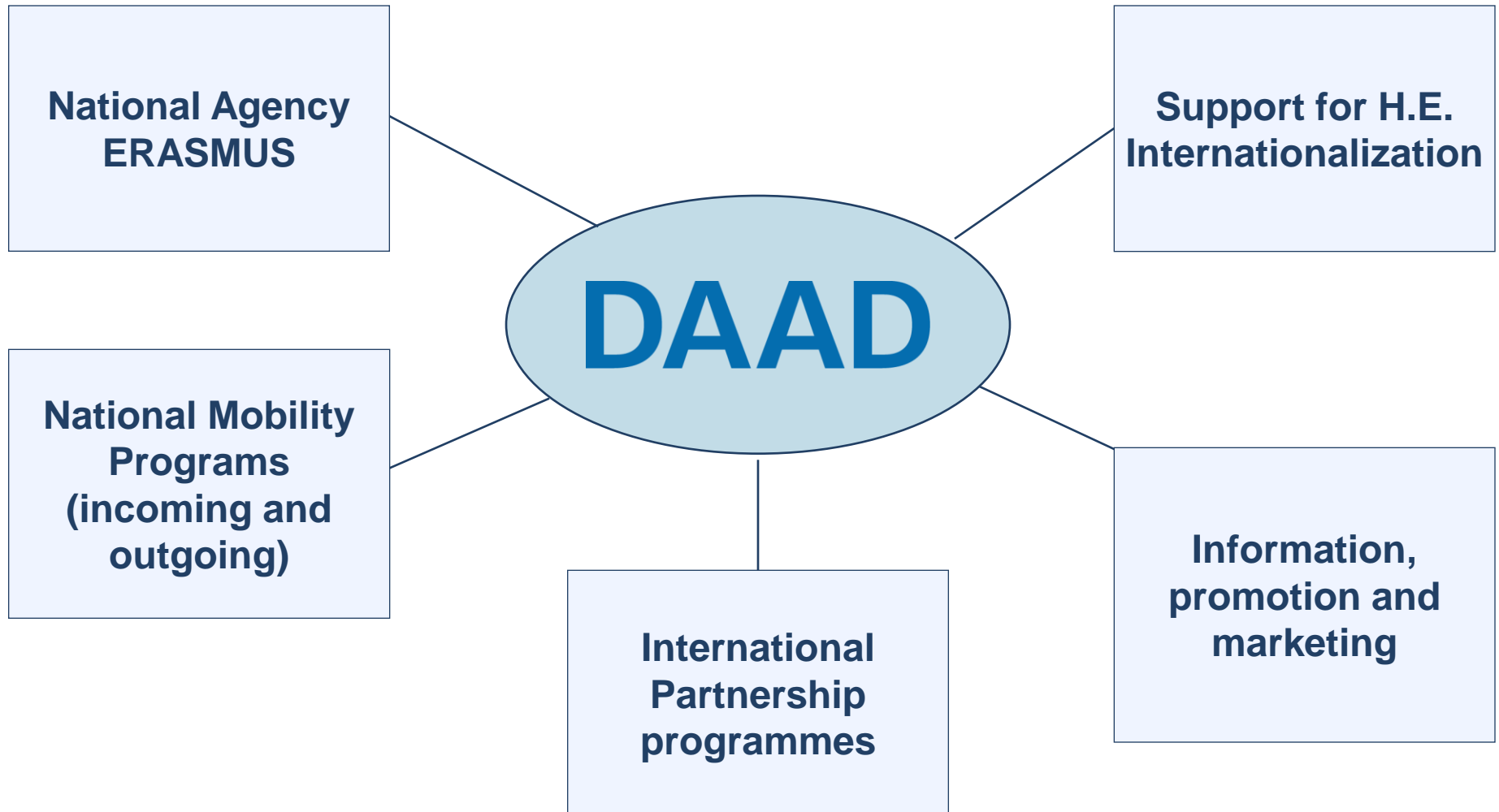
2. Bologna process

Public money and government engagement

Inter-institutional concerted **action**



DAAD as national agency for EU programs concerning HE / Contribution of DAAD to Bologna Goals





International marketing: European projects

Action schemes and projects

- ❑ PEER-Consortium (DAAD, EduFrance, Nuffic, British Council)
- ❑ EHEFs (European Higher Education Fairs) local responsibility, cooperation, and organisation (no EU funding)
- ❑ EuroPosgrados organized by DAAD, British Council, CampusFrance > Chile, Argentina: May 2009 > Colombia, Mexico: November 2009



Euro★Posgrados
Seminarios CHILE 2009

12-13 mayo | Centro Cultural Estación Mapocho
14.00 - 20.00 hrs.

Tu también formas parte

Ven y descubre lo que Europa tiene para ti
www.europosgrados.cl

EXPOSITORES:

- Alemania
- Austria
- Bélgica / Delegación Valonia-Bruselas
- España
- Francia
- Holanda
- Italia
- Portugal
- Reino Unido
- República Checa
- Delegación de la Unión Europea en Chile
- Chile / Conicyt - Becas Chile

ORGANIZAN: BRITISH COUNCIL, CAMPUS FRANCE, DAAD

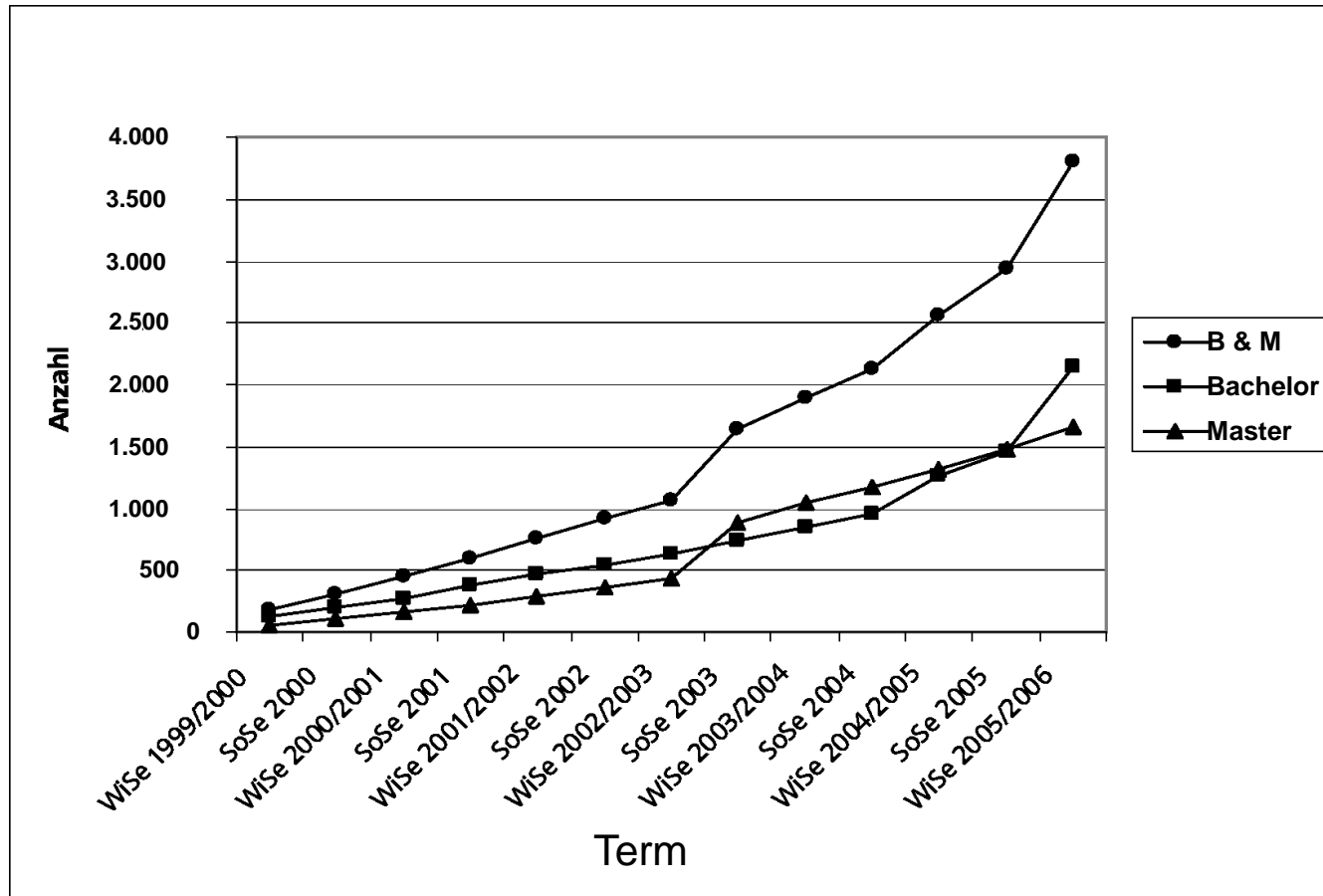
COLABORAN: [Logo]

AUSPICIAN: [Logo]

PATROCINAN: [Logo]



Development of Bachelor- und Master Programmes in Germany (1999/2000 - 2005/2006)



Source: HRK



The strategic foundation for Germany's internationalization efforts: an **integrative strategy**

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3. Public money and government engagement

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The 1990s



After decades of academic exchange and cooperation – internationalization became the flavour of the month!



The 1990s: international competition





introduce higher education to the race!

create political awareness for the topic!





DAAD's programmatic approach

Encourage programs that are based on **partnership agreements**, i. e.

- scholarship agreements with foreign governments
- 1999 CDHK at Tongji U. in Shanghai

Increase individual **exchange**, i. e.

- Individual scholarships for all academic levels and subjects

Counterbalance one-way exchange and **unbalanced exchange quota**, i. e.

- 1983 SP Japan
- 1999 SP China
- 2007 *Go Out!* Campagne
- 2008 *A New Passage to India* (4000 Indian stud. in Germany, 150 German stud. In India!)

Encourage **structured exchange**, i. e.

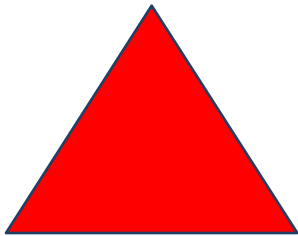
- 1970s: ERASMUS
- 1990s: Double degrees



Extension of DAAD's worldwide network

Show presence! Increase network of DAAD lecturers to appr. 500 worldwide

Offer more **consultancy and services to incoming and outgoing students, university partners and decision makers in HE!**





Where were we in 2000?

Scholarships for foreigners

Supporting future foreign elites at German universities and research institutes

65 mio €

Scholarships for Germans

Supporting future German Leaders in their studies and Research abroad (including ERASMUS)

58 mio €

Internationalisation of German universities

Increasing the international appeal of German universities and promoting the international dimension in German higher education

57 mio €

Promoting German Studies and the German language abroad

Promoting the German language and German Studies at foreign universities

36 mio €

Educational cooperation with developing countries

Promoting academic, economic, and democratic development in developing and reform countries

22 mio €



Where are we **now**? (03/2009)

356 mio vs. 238 mio

Scholarships for foreigners

Supporting future foreign elites at German universities and research institutes

83 mio €

Scholarships for Germans

Supporting future German Leaders in their studies and Research abroad (including ERASMUS)

96 mio €

Internationalisation of German universities

Increasing the international appeal of German universities and promoting the international dimension in German higher education

64 mio €

Promoting German Studies and the German language abroad

Promoting the German language and German Studies at foreign universities

43 mio €

Educational cooperation with developing countries

Promoting academic, economic, and democratic development in developing and reform countries

70 mio €

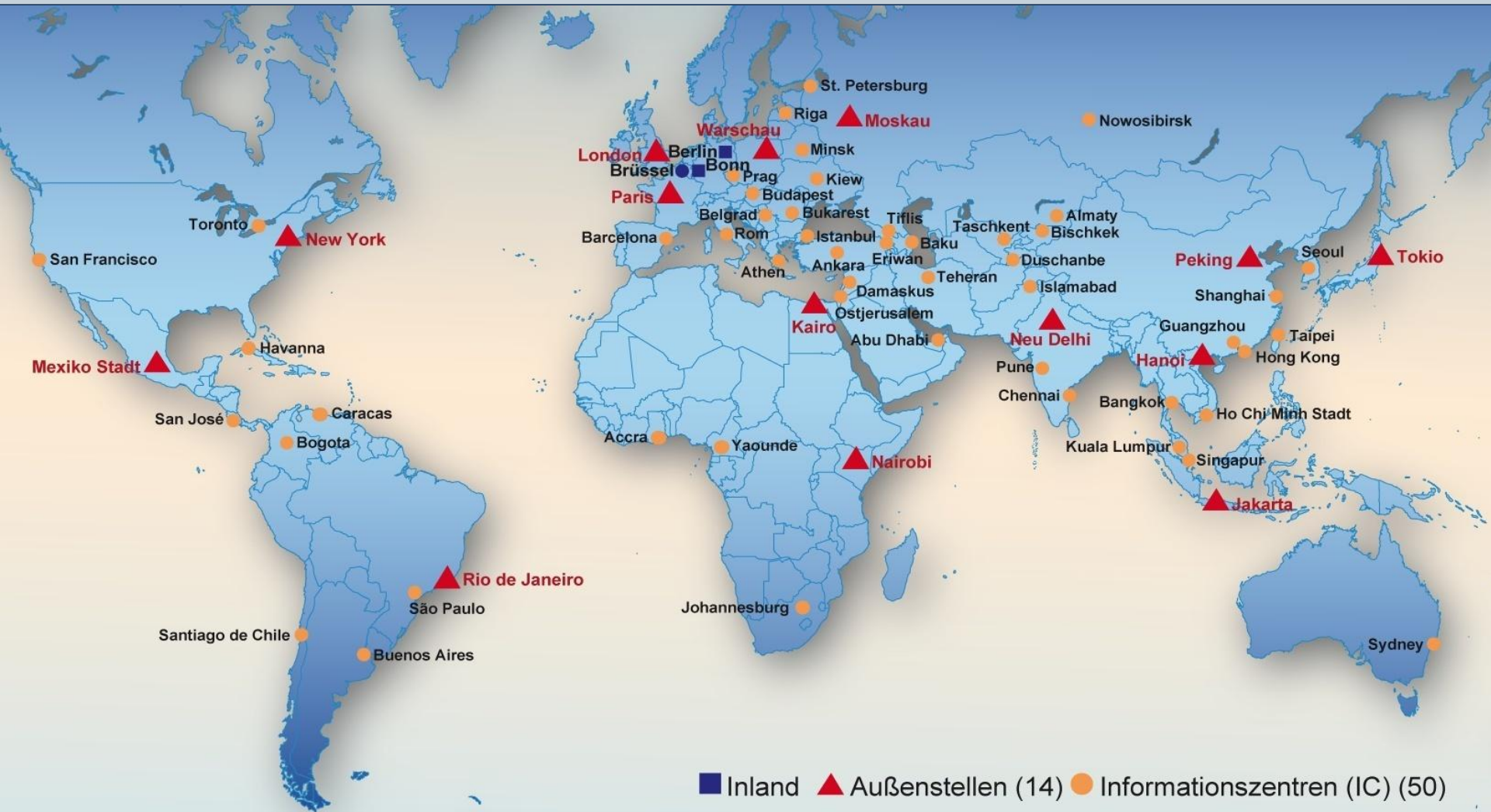


UMTS ... unexpected money met good ideas and experience



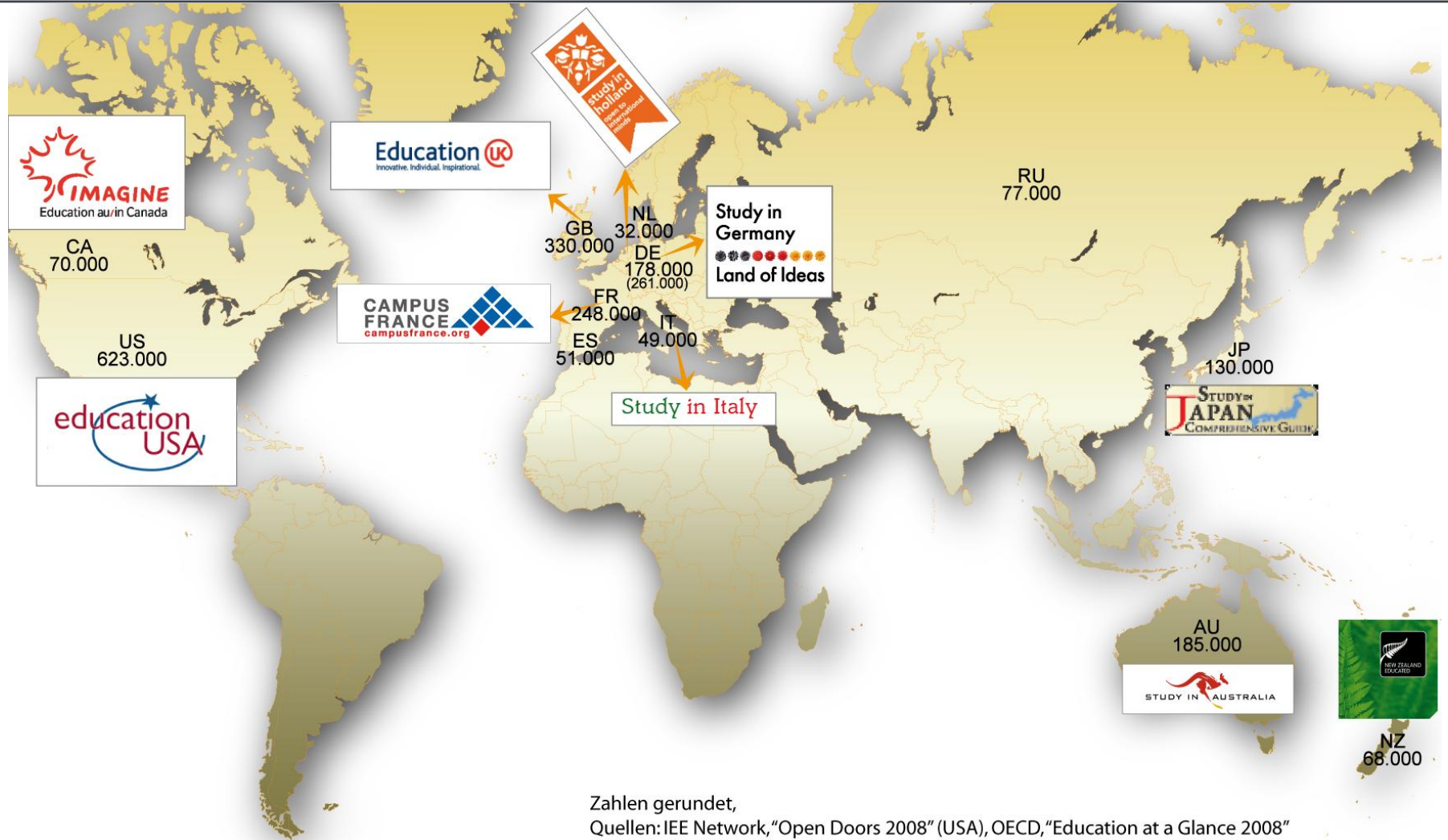


DAAD offices and 50 Information Centres between 2001 and 2009





Learning from International Players





at DAAD's: Founding a consortium ...

from a DAAD and HRK paper, dated 2nd, November 2000

Germany needs to enter the race for the bright and young and **start to think in commercial terms**

Germany needs to found a consortium for international university marketing in order to **develop an overall strategic marketing strategy**

The consortium should:

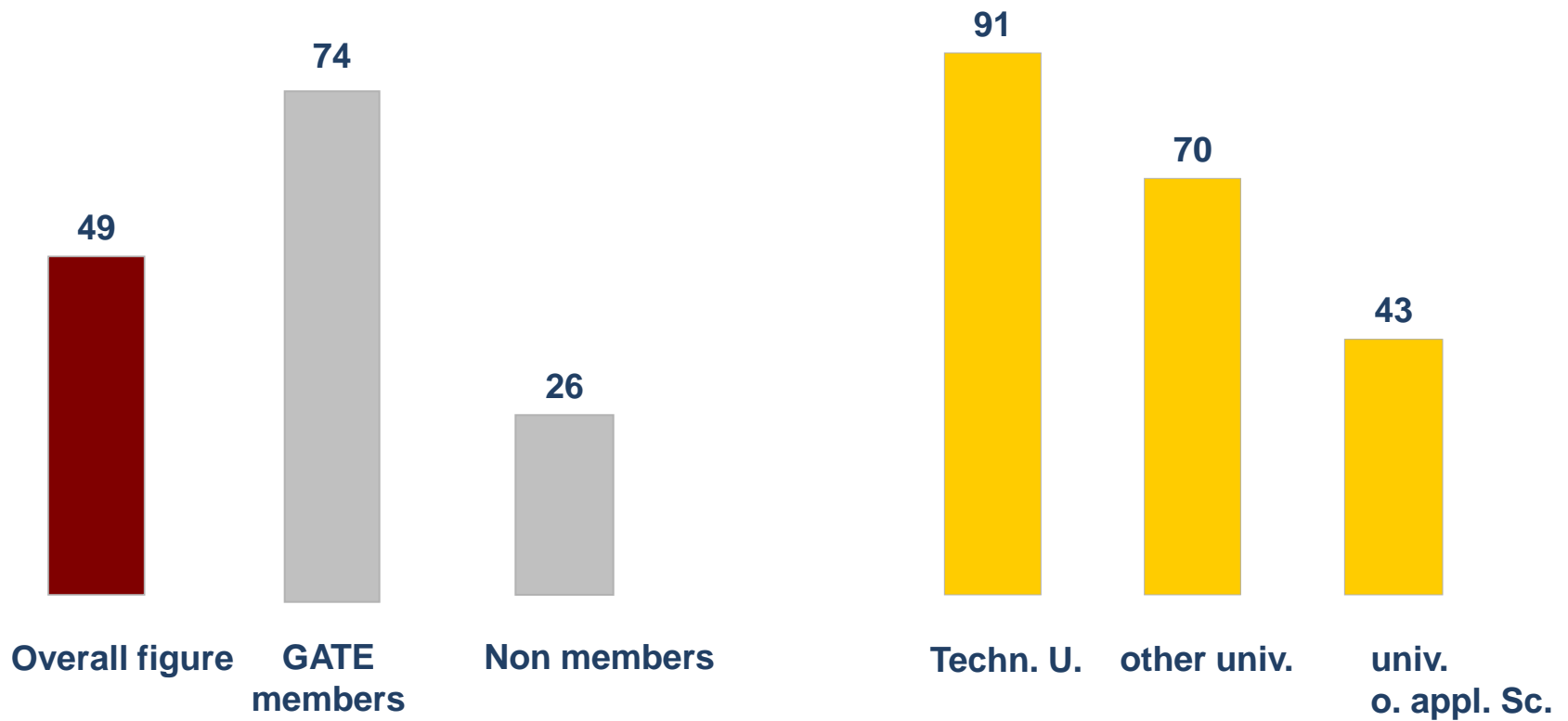
- offer professional services (road shows)
- offer marketing consulting services to universities
- co-design marketing strategies and action lines through a steering committee (Lenkungsrat)
- share information and offer training via internet and seminars
- establish a professional agency
- be connected with DAAD's worldwide net (offices, lecturers, alumni clubs, ...)
- create synergy effects with existing DAAD programmes and others' such as AvH, DFG, MPG)

2001: (DAAD and HRK)

GATE  Germany



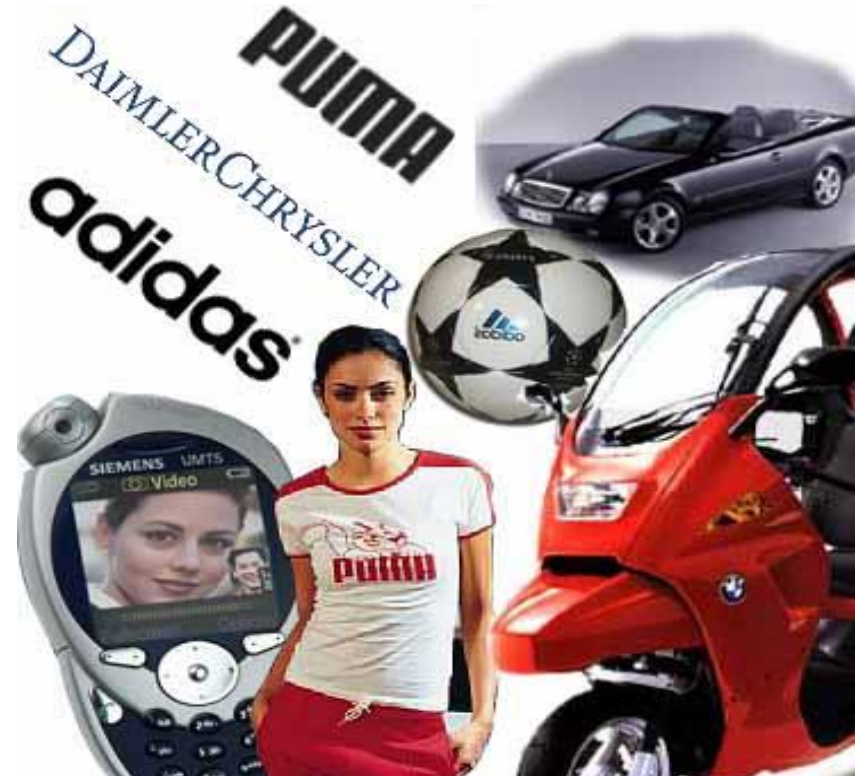
2009: 49 % of German universities know GATE Marketing Services





Early examples of promoting Germany

... Puff is part of the trade.





Marketing Action Lines 2001 – 2008

Higher Education Marketing

102 fairs in 27 countries
601 presentations at education fairs



GATE Germany further training



97 workshops and training courses

Research Marketing (since 2004):

63 projects

2008: 33 projects in 18 countries



Testimonial-Campaign

53 testimonials from 32 countries



Word-Image-Brands

Study in Germany



Research in Germany



50 Information Centres worldwide





International Marketing Measures



1. Education Fairs and Promotion Tours

participation at 12 - 15 major international fairs p. a. and presence at more than 180 locations with information booths

2. Internet- and Print-Media

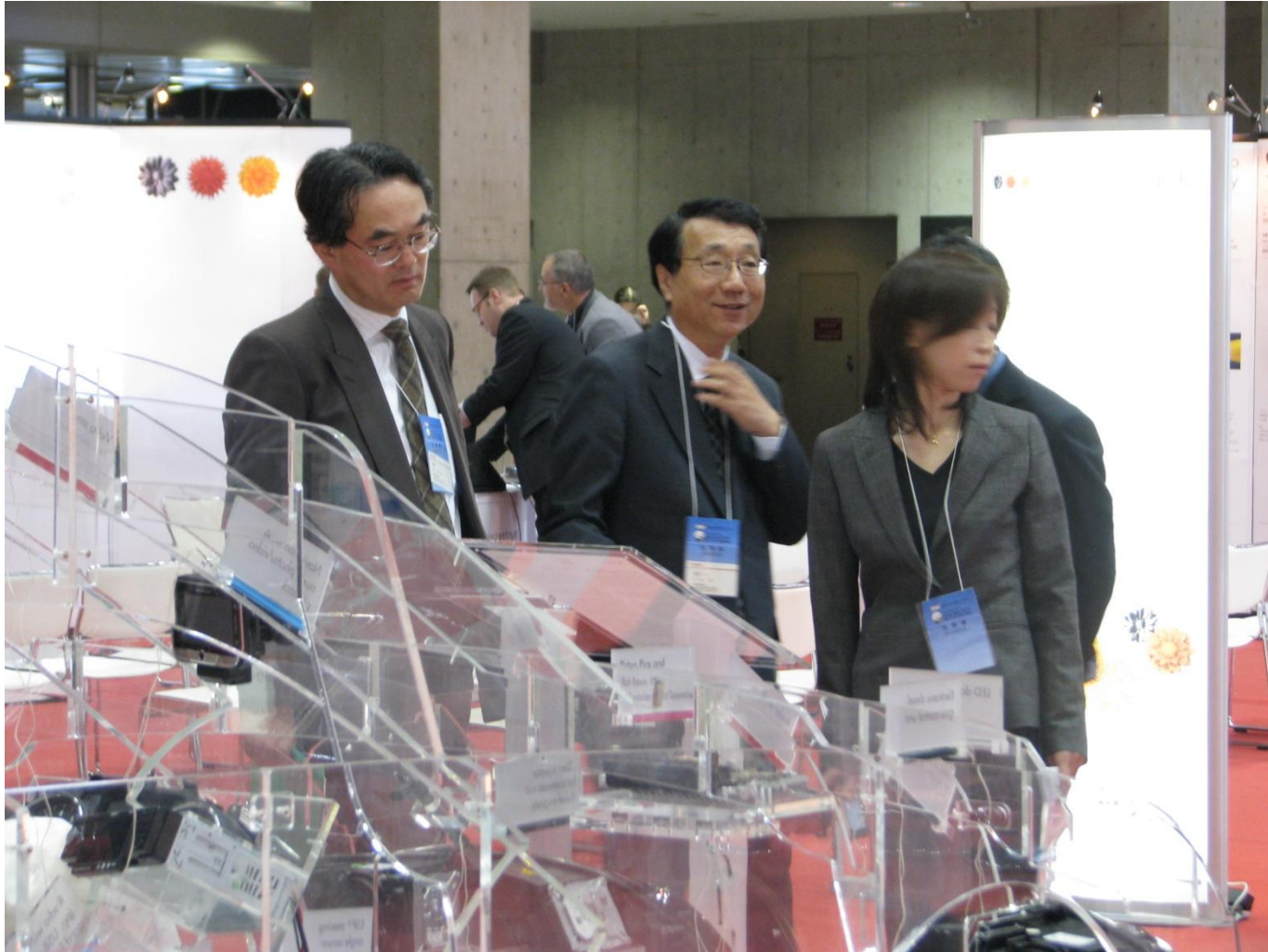
central website in Germany: www.study-in.de;
as well as more than 40 DAAD-websites worldwide in local languages; print media



- ### 3. training and networking for German universities
- 12 - 15 training seminars for university marketing p. a. (since 2007 in the IDA academy);
GATE-Marketing congress;
DAAD-Networking conference



Tokyo Nanotech 2009





International Marketing Measures II

5. promotion campaigns with *Deutschland-Alumni*

Alumni who studied or did research presented as **"testimonials"**, on posters, ads, in web banners etc.



4. worldwide **network** of DAAD-offices

14 DAAD offices (*Außenstellen*)
and
49 DAAD information centres
(*ICs*)

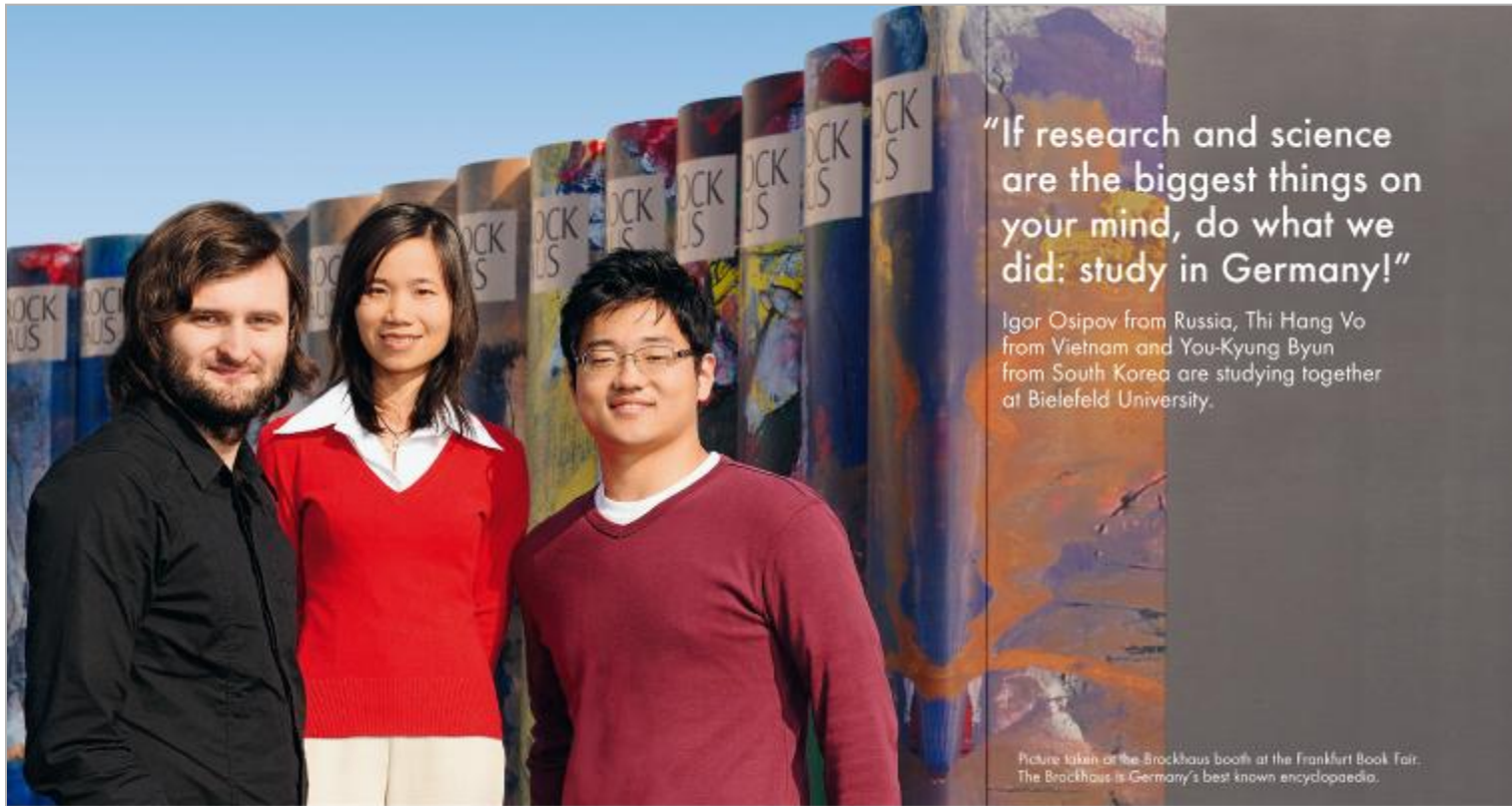


6. Expertise, **Consulting**, Marketing Services studies, market analyses, individual consulting, marketing services worldwide



Marketing

Study in Germany - Land of Ideas



"If research and science are the biggest things on your mind, do what we did: study in Germany!"

Igor Osipov from Russia, Thi Hang Vo from Vietnam and You-Kyung Byun from South Korea are studying together at Bielefeld University.

Picture taken at the Brockhaus booth at the Frankfurt Book Fair. The Brockhaus is Germany's best known encyclopaedia.

www.study-in.de

Study in
Germany

Land of Ideas



The strategic foundation for Germany's internationalization efforts: an **integrative strategy**

German universities' "internationalization agency", DAAD

Bologna process

Public money and government engagement

4. Inter-institutional concerted action



Foreign policy initiatives



Auswärtiges Amt

„Deutschland steht für den Dialog der Kulturen. Einen besseren Studienort können wir uns nicht wünschen.“

Florian Kiewitz-Cortez aus Brasilien, Yin Shen aus China, Catrina Vasilescu aus Rumänien und Ahmed Ragab aus Ägypten studieren in Deutschland und treten Außenminister Frank-Walter Steinmeier in Berlin.

Das Foto wurde im Auftrag des Auswärtigen Amtes für die Bundesrepublik Deutschland erstellt und ist urheberrechtlich geschützt. Alle Rechte vorbehalten.

www.studieren-in.de

Studieren in Deutschland
●●●●●●●●
Land der Ideen



Recent milestones in Germany's research policy

High Tech Strategy (Min. Schavan / 6 Bill. Euro → 2009) inter-ministerial decision making process)

Germany's outspoken support for the foundation of the ERC

"Initiative of Internationalisation"

"Initiative of Excellence"

2009: „Paket der Pakte“ (pact package):

18 billion (Milliarden) Euros until 2020 for

- a. phase 2 of the *Initiative of Excellence*,
- b. *Hochschulpakt II*
- c. *Pakt der Forschung und Innovation*



Closer co-operation between university research institutions and outside university institutions



A new dimension

2000

Transnational education (BMBF project funds):

***between 2000 and 2009 30 off-shore activities** of German universities and branch campuses (GUC, VDU, DKU, DTU, DJU ...)*

2009

Foreign policy initiatives:

***Internationalisierungsinitiative** of the Merkel-Steinbrueck government
Außenwissenschaftsinitiative, Steinbrueck's Foreign Office initiative*

-
1. Internationalization of the **Individual**
 2. Internationalization of **structures** and institutions
 3. Internationalization of **politics.**



... taking stock

Study in
Germany

Land of Ideas

... has the marketing initiative been worth the effort?

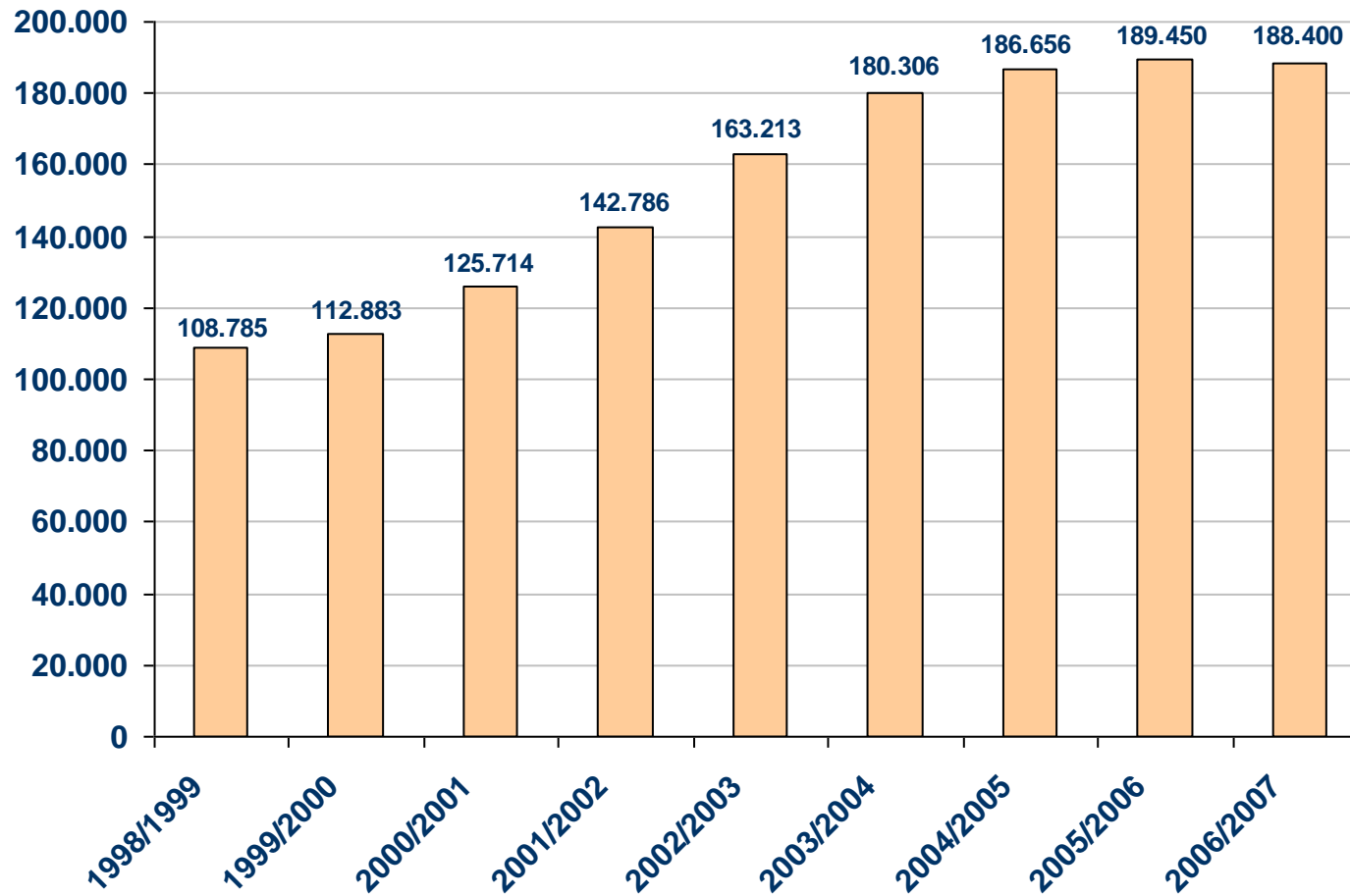
GATE  Germany

Research in
Germany

Land of Ideas



International marketing: effects, developments



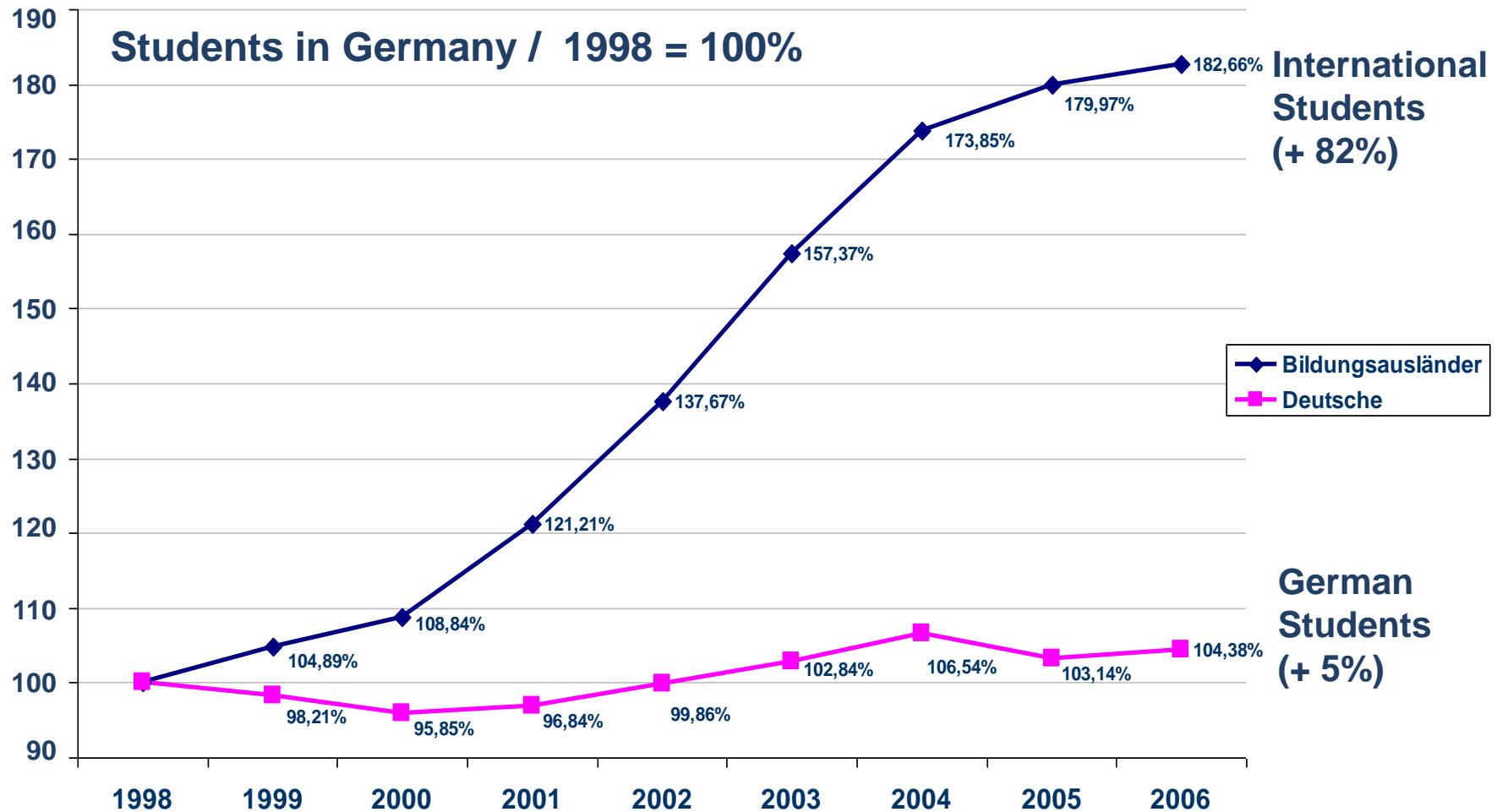
International Students
(188,400 = 9,5%)

Grand total of students in HE
(1.932.300)

Plus 58,000 students with foreign passports, but who are permanent residents in Germany and have graduated from a high school in Germany.



International marketing: effects, developments





Competing Destinations

- 1 – a league of its own:
- 2 – strong second position:
- 3 – three in third position:
- 4 – over 100.000 intl. students:
- 5 – rising „providers“:



USA: 624.000

UK: 348.000

FRA / DE / AUS: 170.000 bis 250.000

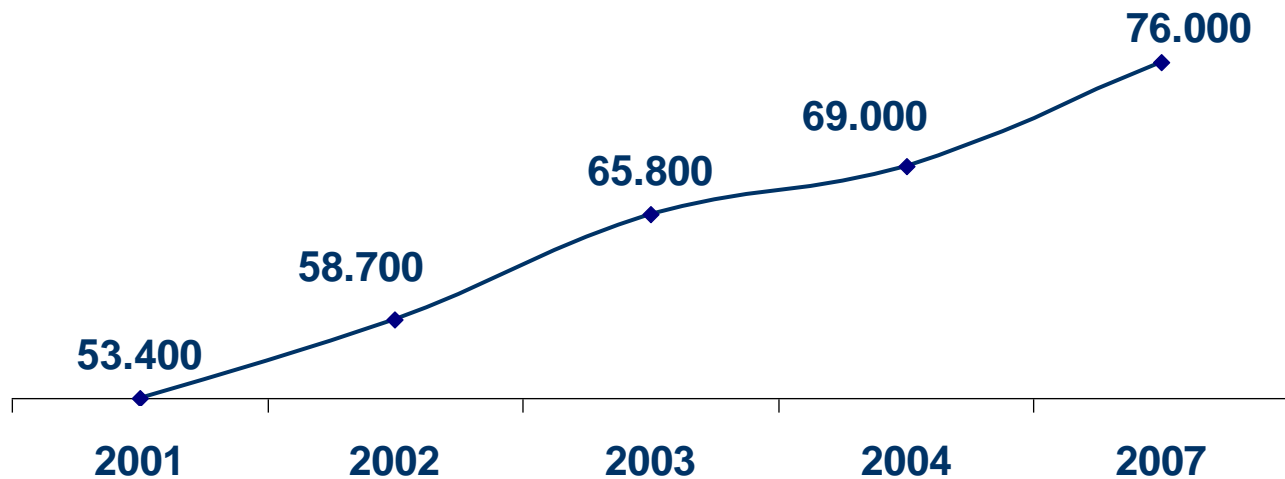
JAP / RUS / CHN

MAL / SIN / NZL / CDN / NL





German students abroad



**Aim:
50%**

Study:	13,5%
Internship:	13,9%
Language Course:	7,5%

<http://www.wissenschaft-weltopen.de>



Success: Reform of H.E.I. in Germany

Professionalization of Management:

- Professional Marketing
- Professional Fundraising
- Strategic Planning

Major Changes:

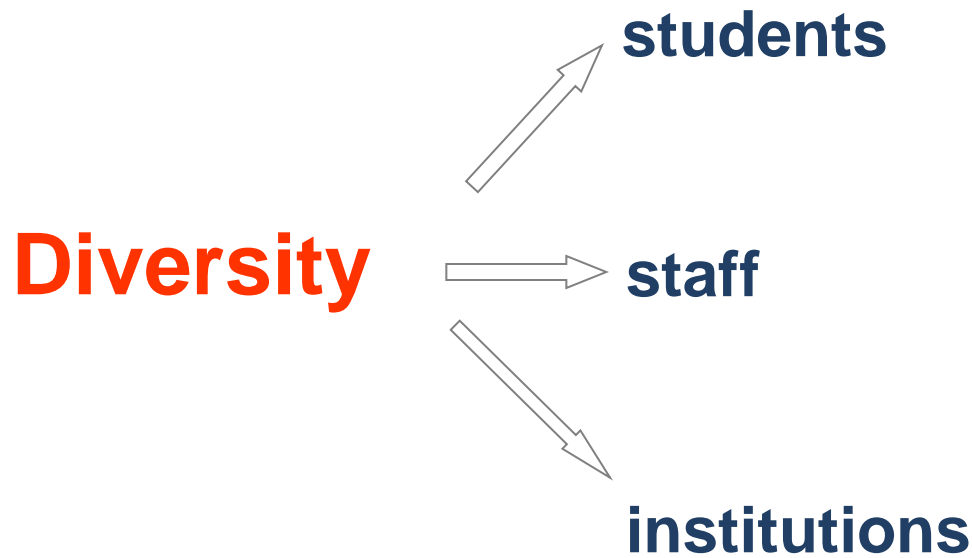
- Global Budget
- Flexibility of Financial Resources
- Target agreement

Professionalization of Marketing:

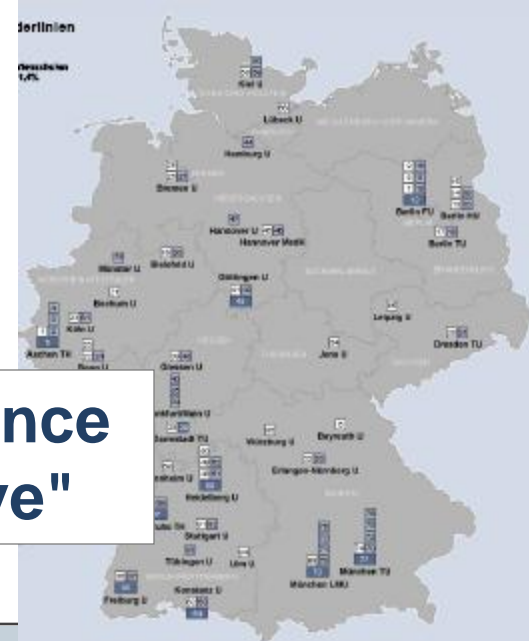
- Consortium
- Information Centres worldwide
- New marketing and information tools



Success: more diversity in the German HE system



"Excellence Initiative"





A high percentage of international students is NOT the most important institutional goal of universities with regard to Internationalization

Positions 1+2 on a scale of 5; 1 = „very important“, 5 = „of no importance“, in in %

	very important / important
■ co-operation with foreign universities	92
■ high percentage of German students with international experience	87
■ high percentage of German scientists with international experience	79
■ high percentge of international students	71



Off-shore campuses and courses are NOT priority areas or important institutional goals of universities with regard to Internationalization

Positions 1+2 on a scale of 5; 1 = „very important“, 5 = „of no importance“, in in %

	very important / important
■ high percentage of international scientists	67
■ joint study courses with international universities	62
■ International accreditation of study courses	41
■ Off shore campuses / courses	15



German universities – a decade ago

Perceptions

- All German universities are of **equally** good quality, and universities have no say when it comes to admission
- German universities are **state-controlled** and publicly funded, no fees, hardly any private institutions of HE!
- Education of researchers **vs.** Education for the masses and professional orientation
- Higher education is primarily perceived from a **national perspective**



German universities – a decade ago

The old paradigm of international exchange

- provision of HE for the **needed**
- lack of study opportunities, **no competition**
- stay **permit only during** studies
- **destinations** for Germans: Western Europe, North America



German universities – now...

The good news...

New paradigm in internationalisation

- global **market**
- mobile and **selective** students
- **economic** impact: higher education as a service „industry“
- **reform** impact: international HE - the change agent at home
- **competition** for talents and brains
- **public debate**



The picture has changed ...

- German universities are no longer considered or believed to be of more or less equal quality.
- **Rankings and surveys become prominent tools of comparison.**
- The level of Internationalization of a university is considered an asset (> liberalization of migration laws for scientists).
- **A general awareness has been created that German universities are in dire straits for funds and flexibility (> better salaries and closer co-operation of universities and outside university research institutions).**
- More willingness to discuss closer co-operation between universities and universities of applied sciences (> admission policy, co-operative research in applied research and basic research).
- **A louder claim to strongly support the Bologna Process (> finances, staff)**
- Promote a science debate, following the American example



Internationalisation: Quo vadis?

Challenges and weaknesses:

- Brand names
- Rankings
- University funding
- Private investment
- State vs Federal Government
- Performance of Germany's educational system



Internationalisation: Quo vadis?

Trends

- growing awareness of **demographic** changes
- growing demand for highly qualified **personnel**
- offshore campi, **transnational education**
- **joint degrees**, joint programmes
- expansion of R&D, demand for researchers

retain - regain - recruit



Thank you for your kind attention!

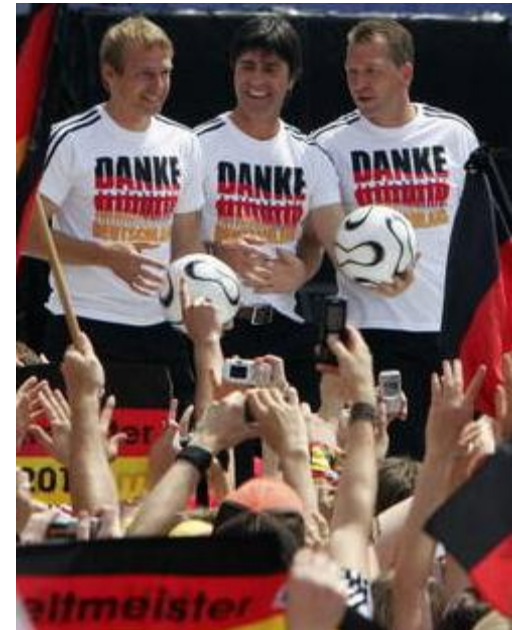




German universities - now

overall aspects of a new rationale

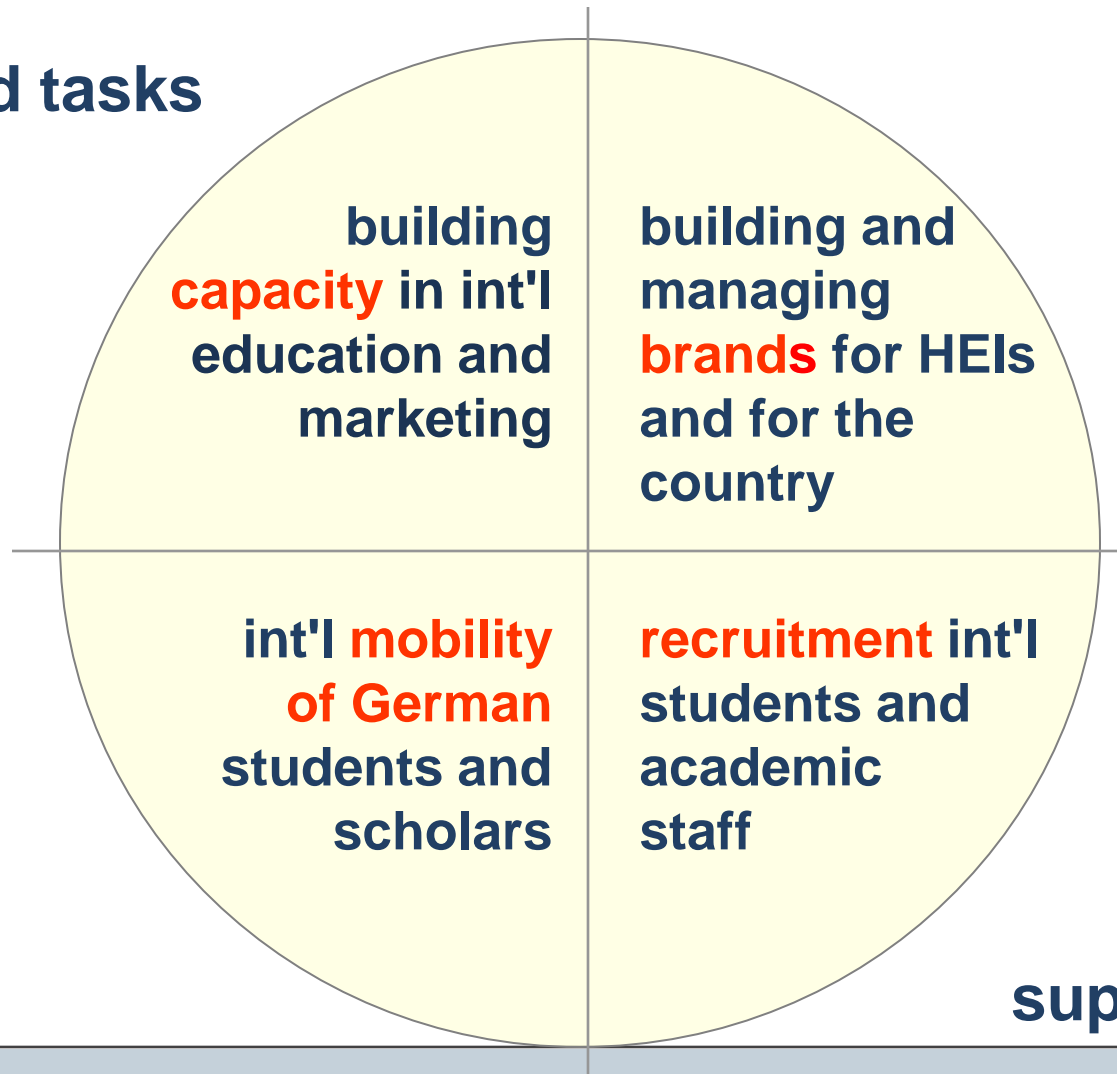
- attractiveness
- competitiveness
- importance of networks
- talent: a scarce resource
- see students as customers
- see universities as service providers





New paradigm in internationalisation

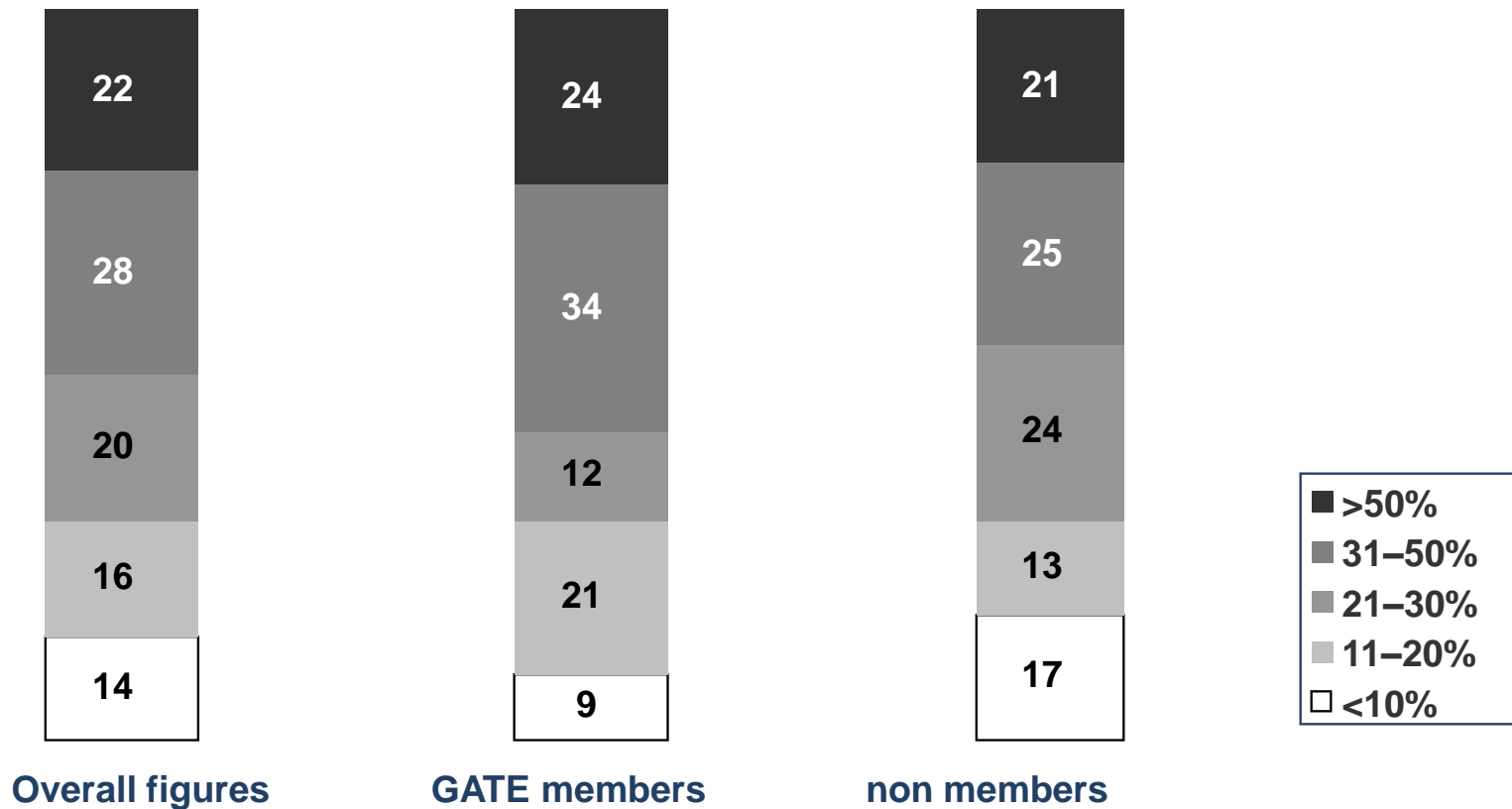
aims and tasks



... with the
support of DAAD



Intended percentage of German students who spend time abroad (min. 3 months) related to their studies (from the perspective of heads of universities) (in %)





How high should the percentage of international students at your university be? (from the perspective of heads of universities) (in %)

