

## Berlin: Study Visit Report

As a new member of Montenegrin Higher Education Reform Experts, I participated in the study visit on “Institutional structures for the management of internationalization and mobility” in Berlin. The aim of the seminar was to offer an opportunity to learn and discuss about institutional strategies and structures for internationalisation and mobility from universities in Berlin, with a special focus on TU /Technische Universität/ Berlin.

Two-day seminar consisted of five different topics which were exploring different types of mobility and internationalisation approaches: “Institutional Strategies for Internationalization in Berlin Higher Education”, “Managing Mobility in TU Berlin: Centralized Services”, “Managing Mobility: Faculty perspectives”, “Enhancing internationalisation and mobility through global networking and diverse international partnership models”, “Policies and programmes for Mobility and Internationalisation in Germany”. At the beginning, different universities presented their internationalisation strategies and management approaches where we could hear that TU Berlin is trying to create opportunities for all member of their University: international exchange and international relations at this University have a long tradition, since 1946. Speaking in percentage: 6% international professors; +16% international research associates; 19% of international students (more than German average); 12-14% of all courses each semester held in English. It is also important to notice that TU Berlin’s International Network consists of different strategies in three directions: offshore campus and international representatives; strategic partnerships and further external cooperation (120 cooperation programs with different universities worldwide). To sum up with this part of the report, main objectives of internationalization process (through which may be seen even some strategies) are: creating opportunities for all university members to benefit from internationalization; creating an environment of openness and diversity; enhancing structures and processes to support culture of welcome. The first day was also dedicated to different perspectives and experiences on managing mobility and internationalization dealing with faculty perspectives, credit mobility, degree mobility, incoming and outgoing students and staff, support services, etc... We also had a chance to hear student perspectives on institutional mobility management where they said that intercultural dialogue and cultural values are as important (or even more important) as the quality of faculties and universities – this information can be useful in promoting different mobility programs.

The second day was about global networking and diverse international partnership models with several main topics: Turkish-German University which is founded on the basis of an intergovernmental agreement between Turkey and Germany; TU Campus El Gouna which acts as a scientific and academic field office and provides a fully equipped environment for studying, research and development as well as for cultural and scientific events; A joint excellence project of DAAD /German Academic Exchange Service/ and Tongji University in cooperation with TU Berlin etc. Study visit, on the second day, also included presentations at the Federal Ministry of Education and Research /BMBF/ with the main impression that internationalization and mobility

go in the line with national interests. Status quo shows that Germany is most attractive of non-English speaking countries, as well as several interesting data: 150.000 German students study abroad; 300.000 foreign students study in Germany; 35% of students are mobile during their studies. As operational goal, BMBF want to increase the number of students who are mobile during their study up to 50% until 2020.

Montenegrin delegation actively participated in workshops with the aim to discuss and understand how small countries may be connected strategically and operationally with strategies of internationalisation and mobility. The Higher Education Reform Experts study visit on “Institutional structures for the management of internationalisation and mobility” was organized by the SPHERE team in close cooperation with TU Berlin from 17 to 19 May 2015.

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