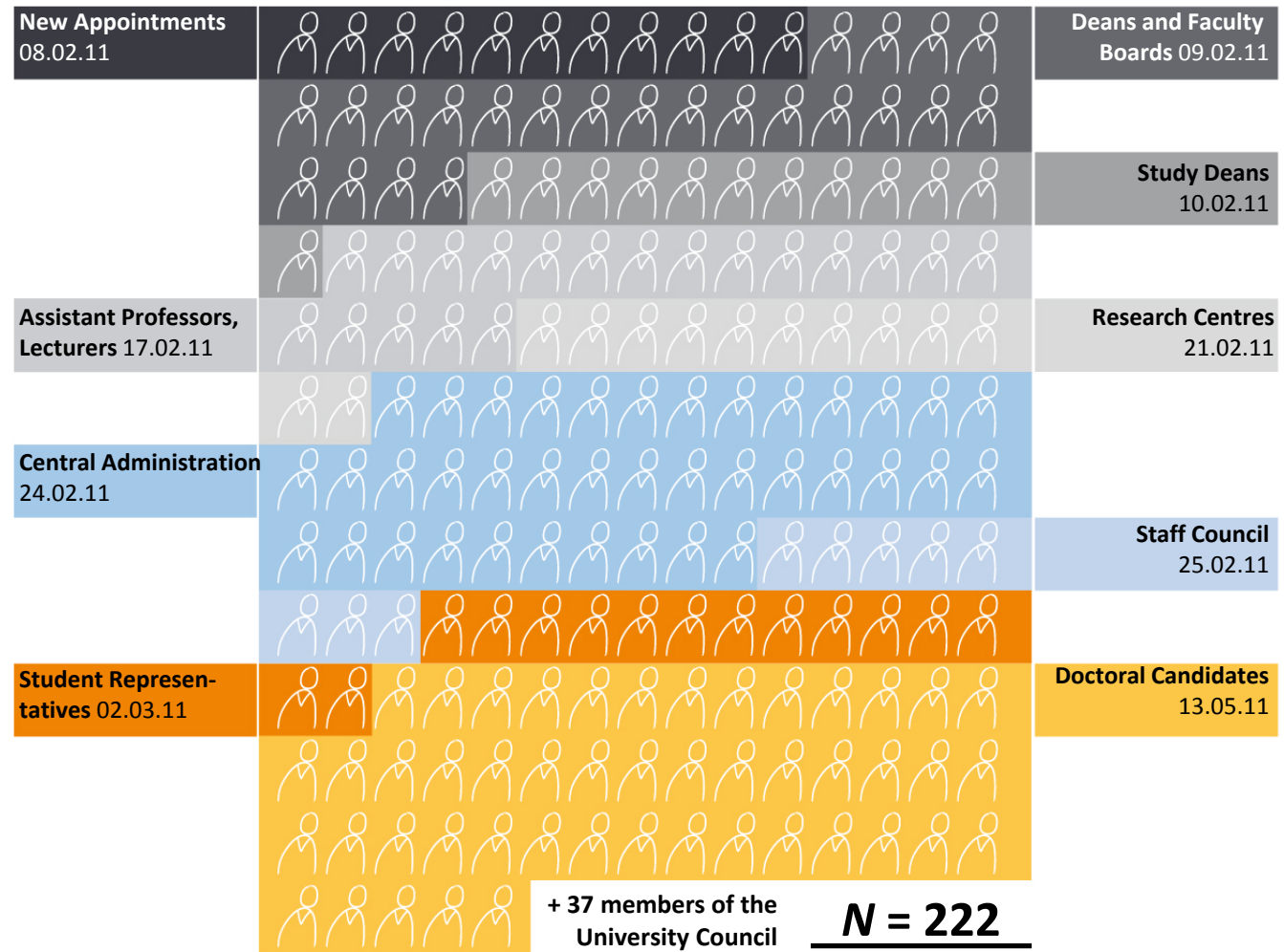




SWOT – Who?



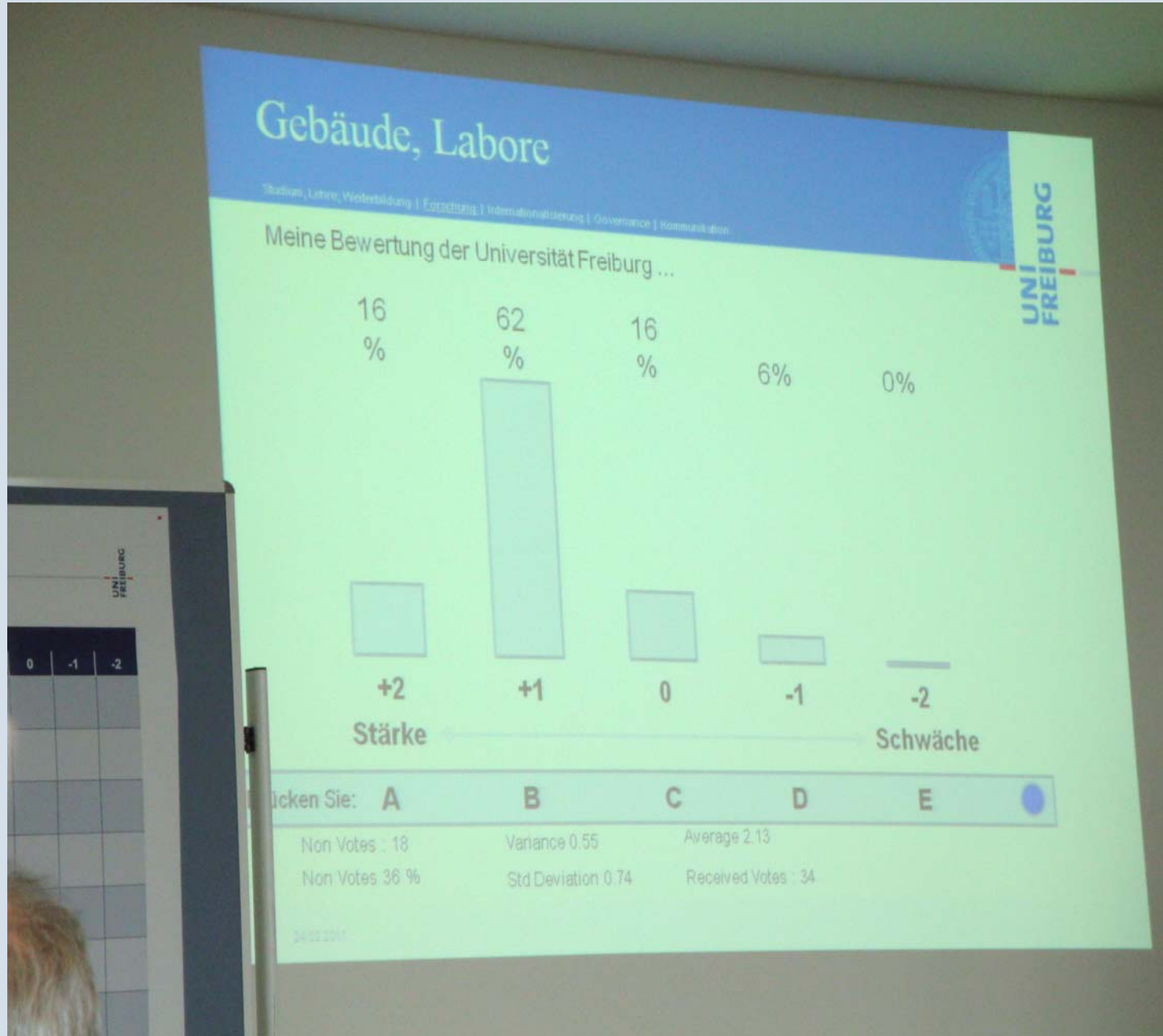


SWOT – How?

- 1. Extensive preliminary study and research**
 - Compilation + definition of indicators (strengths, weaknesses)
 - Compilation + definition of scenarios (opportunities, threats)
- 2. Questionnaire**
 - Group specific selection of indicators
 - Group specific selection of scenarios
 - Strengths, weaknesses (qualitative)
- 3. Information package for all participants**
 - Basic data, statistics, rankings, survey results
- 4. 9 SWOT-Workshops**
 - Clarification of and TED voting on group specific indicators
 - Direct display and discussion of TED results
 - Debates on interdependencies between strengths-weaknesses-profile and opportunities-threats-scenarios
 - Discussion and documentation



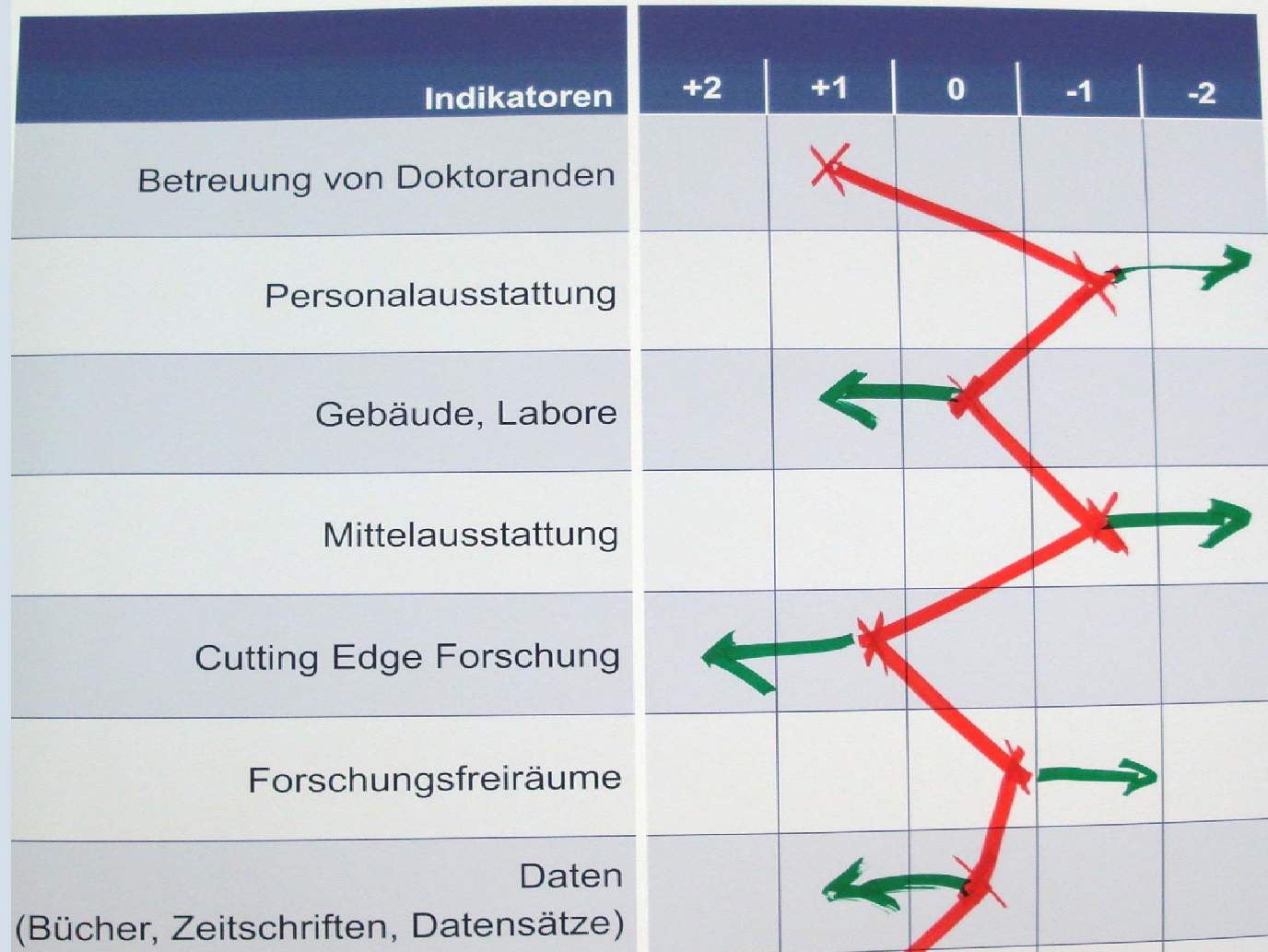






2. Forschung

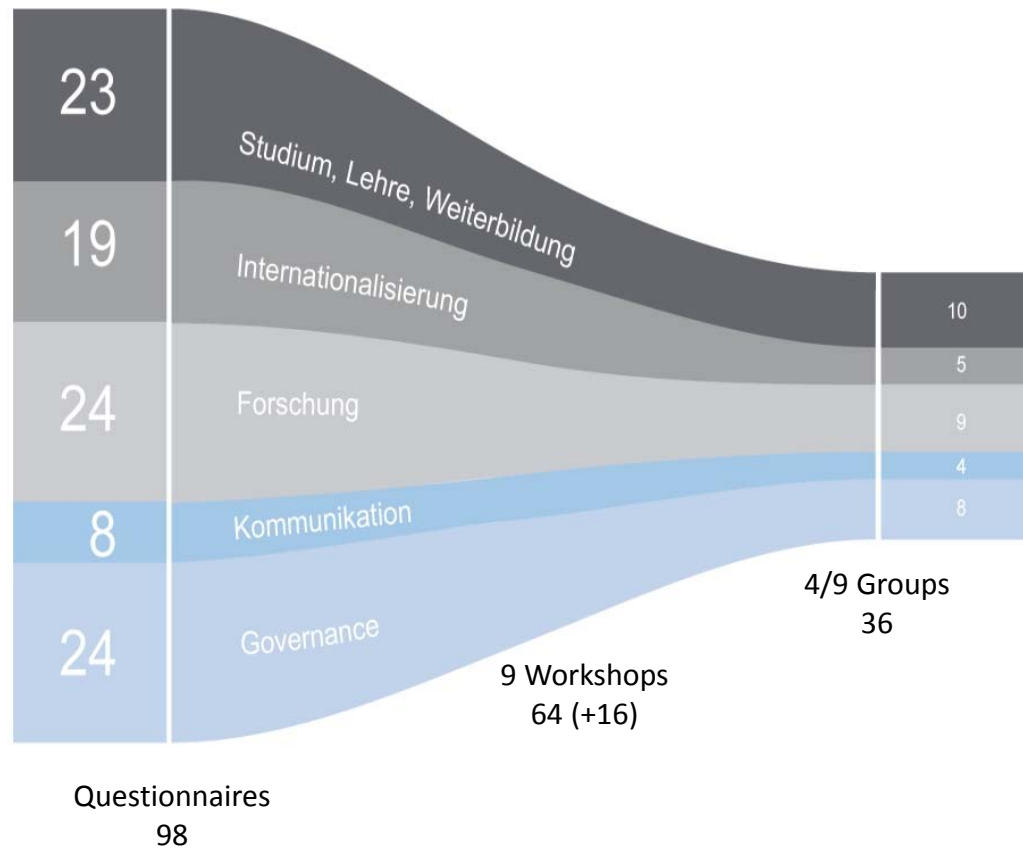
Wissenschaftliche Zentren





SWOT – What?

Key indicators for assessing the University of Freiburg





SWOT – What?

36 key indicators

Studierendenzufriedenheit
Forschungsorientierte Lehre Dialogfähigkeit (extern)
 Forschungsfreiräume Lehrkultur Internationale Preise Infrastruktur Öffentliche Wahrnehmung
Effektivität der Leitungsstruktur Verbindung Forschung-Lehre Austauschprogramme
 Motivation von Lehrenden und Studierenden
 Personalausstattung Effizienz der Verwaltung Gebäude, Labore
Glaubwürdigkeit Betreuung von Doktoranden
Verfügbarkeit von Informationen (intern) Informationsverfügbarkeit Informationsgrad aller Beteiligten
 Mittelausstattung Lebendige Dialogkultur Studierbarkeit Qualität der Partneruniversitäten (Forschung)
Dissertationen und Habilitationen Effizienz der Leitungsstruktur Beratung
 Daten (Bücher, Zeitschriften, Datensätze)
 Internationale Sichtbarkeit und Wahrnehmung Output (z.B. Publikationen)
Transparenz der Entscheidungen Lernkultur Effektivität der Verwaltung
Herkunft/Reputation internationale Gastwissenschaftler Kompetenzerwerb
 Mitarbeitermotivation

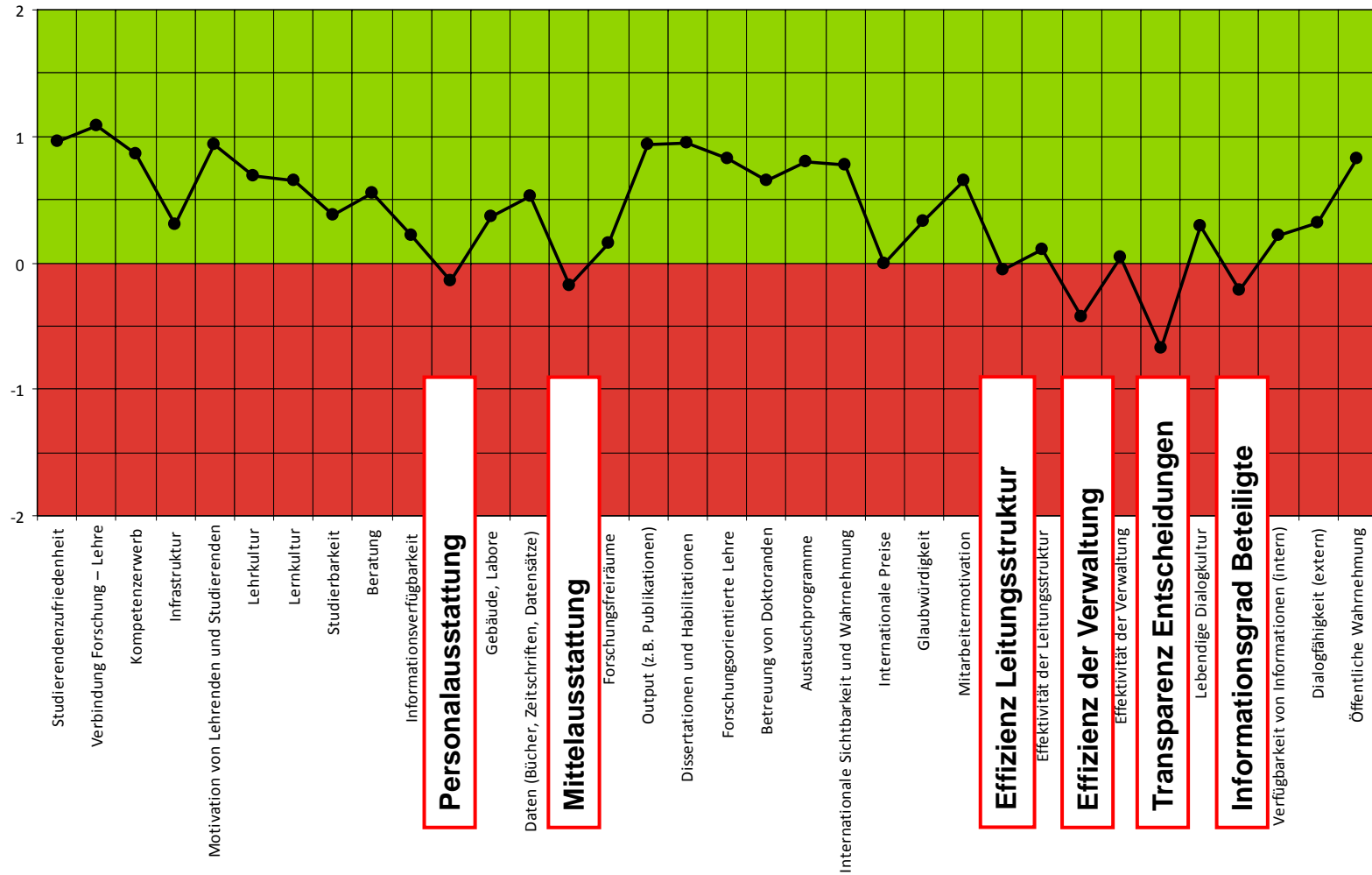


SWOT – Results

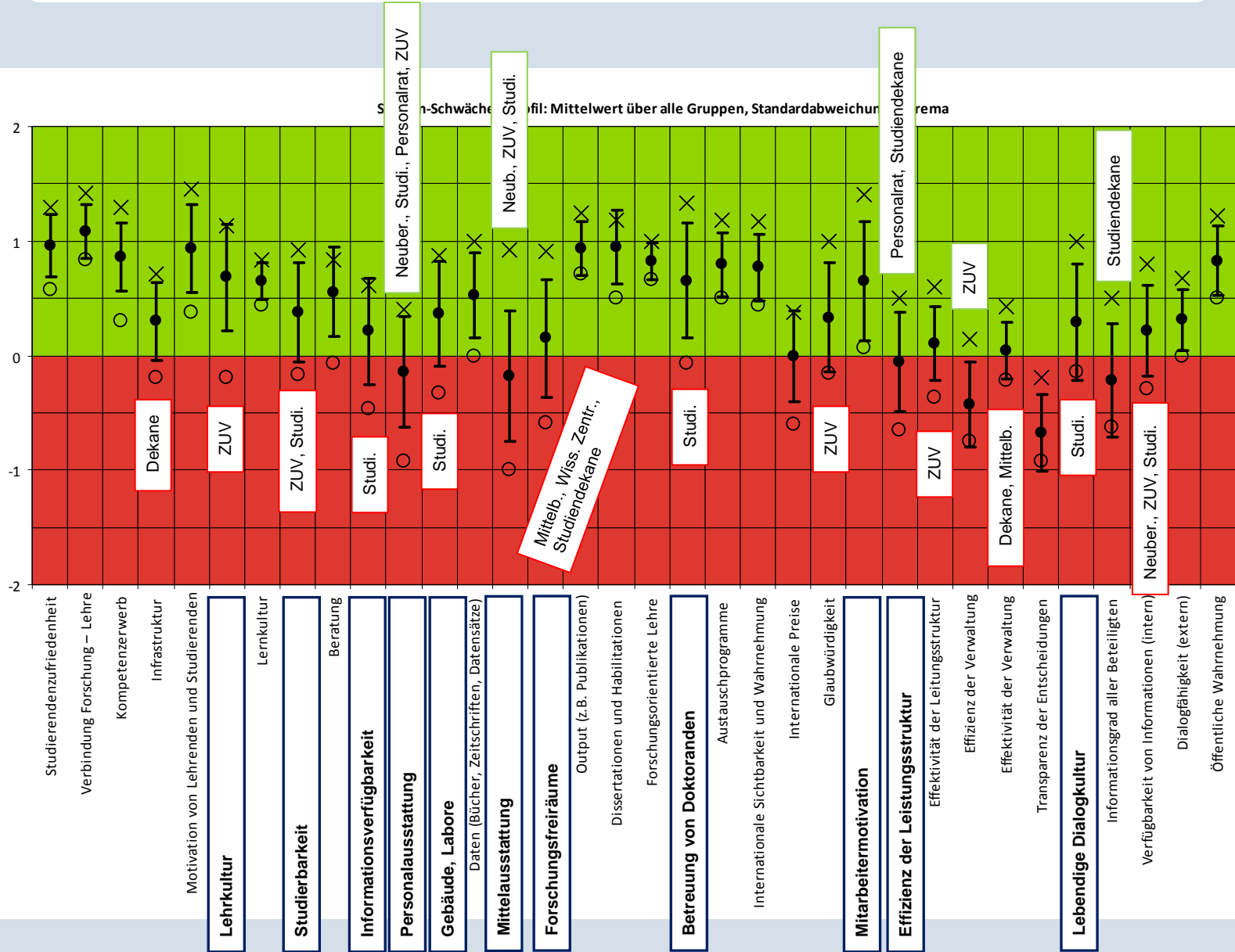
1. Overall impression from all five areas
2. Area specific analyses of the 36 key indicators
 - a) Strengths and weaknesses
 - b) Notable variations between groups
3. Strengths and weaknesses beyond the key indicators
4. Opportunities and threats: scenarios
5. Data based SWOT-Matrix
6. Extended SWOT-Matrix

SWOT – A Strong University!

Stärken-Schwächen-Profil: Mittelwert über alle Gruppen



Differentiation and Variation





Strengths, Weaknesses

... beyond the 36 key indicators:



Breite & Tiefe des Studienangebots

Studienerfolgsquote Drittmittelinwerbung

Cutting Edge Forschung

Identifikation Weiterbildungsangebote Internationale Konferenzeinladungen
Teilhabe von Anspruchsgruppen Handlungsautonomie
Studierendenqualität Lehrqualität
Attraktivität des Standortes

Personalentwicklung
Politischer Impact Zielgruppenadäquatheit
Partizipationsmöglichkeiten Internationale Infrastruktur
Strukturiertes Promovieren international besetzte Gremien Karrierebegleitung

internes Informationsmanagement





Opportunities, Threats

Key indicators and the 4 most probable scenarios:

1. ↑ international competition between universities
2. ↑ commodification of universities
3. ↑ cuts in state funding due to state budget restraints
4. ↑ competitive funding from state and federal governments



SWOT – Results

Summary – data based SWOT-Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Student satisfaction, knowledge acquisition, learning culture, quality of teaching, graduation rate, quality of students • Academic programs (breadth and depth), continuing education • Interaction between research and teaching, research-based teaching • Doctoral supervision, dissertations and habilitations • Output (e.g. publications), cutting edge research, third party funds • Public perception, location factors, international visiting researchers 	<ul style="list-style-type: none"> • Personnel funding, material funding, facilities and labs • Transparency of decision-making processes • General informedness, availability of information, administrative efficiency
Opportunities	Threats
<ul style="list-style-type: none"> • Internal information management, administrative and managerial effectiveness • Level of competitiveness (national level) • Internationality, exchange programs 	<ul style="list-style-type: none"> • Cuts in public financing • Level of competitiveness (international level)





SWOT – Results

Data based SWOT-Analysis provides a differentiated self analysis

These results were complemented by:

- 1. Analyses in preparation of the SWOT-Process** (*Nov 2010-Feb 2011*)
- 2. Results of the internal SWOT-Analysis on Academic Affairs** (*Oct-Dec 2010*)
- 3. Results of the SWOT-Analysis during the University's 550th anniversary** (*2006/2007*)
- 4. Internal strategic evaluations und analyses**
- 5. External rankings, evaluations and analyses**



SWOT – Matrix

Final SWOT-Matrix of the University of Freiburg (Institutional Strategy, p. 37)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Motivation and quality of both students and staff • Teaching culture • Research performance • Windows for research • Interdisciplinarity and collaborative research • Excellence Institutions and their integration into the University • Integration of teaching and research • Early career support and recruitment • Internationality and international and public reputation • Attractiveness of University and region for students and staff 	<ul style="list-style-type: none"> • State-provided basic infrastructure • Staff and equipment expenditure • Possibilities for awarding scholarships to young researchers • In part: professionalism of management structures, particularly at Faculty level
Opportunities	Threats
<ul style="list-style-type: none"> • Optimization of governance processes and structures • Self-awareness and self-criticism • Ability to take action in a targeted manner • Diversification and internationalization • Tradition and innovation • Identity and culture of the University 	<ul style="list-style-type: none"> • State financing of the University, loss of income from student fees • Increasing discrepancy between basic infrastructure and third-party-funded infrastructure • Increasing complexity of organizational structure and decision-making processes