

## European Policy Statement (EPS)

(updated version, as of: May 2013)

*Question 1: Please describe your institution's international (EU and non-EU) strategy. In your description please explain a) how you choose your partners, b) in which geographical area(s) and c) the most important objectives and target groups of your mobility activities (with regard to staff and students in first, second and third cycles, including study and training, and short cycles). If applicable, also explain how your institution participates in the development of double/multiple/joint degrees.*

Internationalization has a high priority within the strategy of Karlshochschule International University. Our educational concept provides for international elements in all degree programs. Starting from the third semester at the latest, instruction in all programs is in English (currently, three programs are taught in English from the start). In our Bachelor programs, foreign language components are taught alongside economic and cultural area studies, with English being mandatory for two semesters; students need to take a second foreign language from the third semester and have the option of taking a third foreign language. In connection with the foreign language, the module "Regional Studies" is offered. Master students have the option of taking language courses on a voluntary basis. In addition, all study programs contain intercultural content, and a specific intercultural preparation seminar is offered to students going abroad for studies or an internship.

The high percentage of international and intercultural content in the curricula not only prepares our own students linguistically, culturally and professionally for their term abroad, but also offers an optimal access for guest students and faculty, the number of which has increased significantly during the past years. We aim to increase these numbers still further in the next program generation.

Our primary goal in internationalization is to build up and sustain a network of partner universities that offer opportunities for students to spend part of their studies abroad, for faculty to cooperate with faculty abroad in teaching and research and for the university as a whole to receive students and staff from abroad to enhance internationalization at home. Partners are chosen for their fit with our own study programs and the research focuses of our faculties. Since we wish our incoming and outgoing students to integrate well into the host university, our policy is to send and receive only small groups of students from and to a single university. We also wish to establish a multicultural campus at Karlshochschule and to offer outgoing students and faculty the opportunity to choose between different specializations in their field and between different countries and different types of institu-

tions. We have therefore created a portfolio of both big and small, specialised and comprehensive, private and public universities, and we have set up partnerships in many different countries. We wish to maintain and slightly increase this diversity in future, while establishing closer ties with selected partner universities that fit particularly well with our own academic profile.

Regionally, the cooperations are aligned with the content of the "Regional Studies" module (English-speaking countries; Spanish-speaking countries and Brazil; French-speaking countries; Middle and Eastern European countries; Arabic countries; Asia) and the foreign languages offered in our Bachelor programs (English, Spanish, French, Russian, Arabic, Chinese, Italian, Portuguese and Japanese). Our goal is to enable our students to spend their semester abroad in any of these focus regions. As an additional option, we plan to establish more partnerships in other European countries such as Western Europe, Scandinavia and Turkey.

Our main target group for mobility activities are first-cycle students, for which a mobility window comprising a whole semester has been provided for in the curricula, with two degree programs containing a mandatory semester abroad. In the past three years, around 80 % of our Bachelor students have spent a semester abroad for studies; our goal is to keep mobility at this high level while maintaining quality. Second- and third-cycle students (we are introducing cooperative PhD programs with universities in Germany and abroad) have options for short-term mobility such as excursions, conferences, special projects etc. However, these have rarely been used so far. With our new Master program in "Management", which is more flexible than the "Leadership" program has been, we are looking for an increase in both incoming and outgoing mobility as well as joint projects with partner universities.

While our main aim is to provide study options for our students and attract both regular (fulldegree) and incoming international students to create a diverse student community at our university, we also intend to increase the number of internships abroad. For the past two years, we have included the promotion of internships abroad in our information session for second-year students planning a stay abroad.

Moreover, we wish to promote outgoing and incoming faculty and staff mobility as it enhances intercultural awareness and closer cooperation with partner universities and aim to double its numbers within five years.

A further aim is to introduce one or more double degree programs; concrete negotiations have started with one partner university.

*Question 2: If applicable, please describe your institution's strategy for the organization and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects implemented under the Program.*

Since 2011, Karlshochschule International University has participated in ERASMUS intensive programs ("Environment Awareness. Communication. Interpretation" 2011 and 2012, "Glocalizing Development" in 2013) and in a Leonardo da Vinci Transfer of Innovation project ("Emerald Forest" 2010 – 2012) and has applied as lead partner for a new ERASMUS intensive program about reflexive learning environments. In addition, the Karlshochschule Management Institute has been leader in a Grundtvig learning partnership project dealing with aging workforces.

Our strategy is to increase the number of projects by working together with strategic partners from science, industry and society in the region and abroad, building stable alliances. In this, the university also aims to build on existing networks such as the network of partners from previous projects under the LLP program as mentioned above, the 3D Alliance of Karlsruhe universities and the town twinning between Karlsruhe and Nottingham. Projects will be aligned to the research and teaching priorities of the two faculties, i. e. the Faculty of Business Administration & Management and the Faculty of Management & Performance, which are "Interaction/Communicative Action", "Interculturality/Diversity", "Staging" and "Space".

Each project will have a permanent professor as project leader, and one person in charge of all administrative issues. Together with the respective contacts at the partner institutions, Karlshochschule International University ERASMUS Policy Statement May 2013 these two persons will form a steering committee that defines milestones with agreed-upon dates and responsibilities. Administrative support will be provided by the International Office (communication with partner universities, organization of mobility, taking care of incoming students, faculty and staff), University Development (support with proposal, project administration and reporting, communication within the university, quality assurance) and the University Communication department (marketing, PR, website etc.).

*Question 3: Please explain the expected impact of your participation in the Program on the modernization of your institution (for each of the 5 priorities of the Modernization Agenda\*) in terms of the policy objectives you intend to achieve.*

Participation in the LLP program has led to a significant increase in student, faculty and staff mobility, both outgoing and incoming. With the new Program, we expect to maintain the high level and quality of mobility of students for studies (currently approx. 80 % of our Bachelor students, with full recognition of the credits earned abroad), to further increase the number of incomings students, which has risen from 26 to 63 per year over a period of five years, and to increase placements abroad as well as staff mobility, including visiting faculty from partner universities.

This increase in mobility will have a significant impact on the modernization of our institution: It will make studying and teaching at Karlshochschule International University more attractive, leading to an increase in the number of students and consequently, higher education graduates; it will also increase the quality and relevance of our study programs, short-term programs and research by providing an intercultural learning environment in which German and international students interact with each other in internationally mixed teams. Besides developing intercultural competence, students and teaching staff will be able to learn from the expertise of incoming students and faculty in their academic field, getting to know different perspectives and different methodological approaches. Staff will keep up-to-date with the latest developments in the social and business sciences, and graduates will be qualified for a successful career in international companies or for starting a PhD in Germany or abroad.

Furthermore, the Program will facilitate the introduction of projects that extend beyond mobility and lead towards joint curriculum development and joint research activities. While we have made significant progress with student and staff mobility, we are only at the beginning of these more complex internationalization activities. In the next step, and based on our previous experiences under the LLP program, we aim to identify those partner universities that are closest to us in their academic orientation, comprising specializations in teaching and research in both content and didactic approach. With selected partner universities, we plan to work together towards double degrees and international projects, also involving regional companies, NGOs and institutions from society and local government. In this way, we intend to establish stable and productive European networks that will strengthen the knowledge-based society, "glocalizing development" in our own sphere of influence. Cooperation projects of this kind, spanning different cultures and strengthening the knowledge triangle between education, research and business, will entail a European added value and synergies via joint management and thereby an effective use of funds in support of excellence, contributing to the creation of effective governance and funding mechanisms at the European level.