



Erasmus Policy Statement

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.

Internationality is one of the keys to success of EBS Universität für Wirtschaft und Recht. EBS has been among the very first German universities to fully implement the Bologna guidelines. All EBS degree programmes are Bologna-compatible and all have a strong international orientation. EBS works with a great number of partner institutions wherein there is a student exchange component coupled with either the exchange of academic and/or administrative staff, joint programmes, international Academic Programme Alliances (mainly double and dual degree ventures) or joint research. Partnerships of this type operate on a more strategic level and are determined on the basis of quality, common areas of expertise, geographic location, and the existing relationship between the parties. Today, 100% of the courses of our doctoral programme are held in English. Furthermore, we actively encourage our doctoral students to spend research visits at foreign universities with a strong research record in the field of their dissertation. The habilitation guidelines of EBS Business School now specify that assistant professors prove their active participation in the international research community through a research stay of at least 4 months at an internationally renowned institution. The academic partner selection process examines not only academic excellence but also aspects such as the schools' reputation in regional markets, specific programme focuses, and the demand of EBS students and faculty members. In order to assess potential cooperation partners, EBS uses information from international accreditation associations as well as international rankings. No partnership agreement is signed without a visit at the future partner school. To ensure the current quality of the EBS University partnership network, each individual partner is visited at least once every five years in order to evaluate the activities of the past and to discuss common future projects. EBS University student feedback regarding the partner institution is also sought in an effort to monitor partner quality. Student exchanges represent an important element in the University's efforts to create a culturally diverse learning experience for students. Guest students contribute towards a truly international atmosphere that positively impacts upon teamwork and leisure activities and promotes intercultural skills. Spending one semester abroad at one of the School's partner institutions is a mandatory part of all Bachelor and Master Programmes. Furthermore, students are encouraged to complete their mandatory internship period outside of Germany and approximately 50% of students opt to go abroad. EBS has a policy of balancing exchanges in order that the number of incoming students from a partner school is equal at any given time to the number of outgoing EBS students to that school. This is much more important for non-Erasmus partner institutions and has resulted in reliable long term partnership arrangements. It proves still difficult to balance exchanges with attractive



destinations for German students where institutions offer programmes taught in English like Australia and the United States of America. To overcome these difficulties, EBS is closely working with partners to develop new offerings in order to balance the exchange flow. The EBS Summer Schools successfully address this issue for the English speaking world, especially North American, Australian, British, Irish and South African universities. In addition, we are offering special programmes to certain partner universities all year round. EBS marketing is aimed at national and international markets to attract both German and more international full time and exchange students to our Bachelor's, Master's and MBA programmes. International marketing activities focus on Europe (e.g. Benelux, Russia, Hungary, France, Switzerland), Asia (e.g. India, China, South East Asia) and Latin America (e.g. Brazil, Mexico). The International Academic Programme Alliance on the Undergraduate level is our Study Track "International Business Studies (IBS)" within the Bachelor of Science in General Management. With this programme we are preparing Bachelor students to meet global challenges and to become successful global players. Students complete the first part of the programme at EBS and the second part at a partner university abroad. Studying at both universities for a period of three semesters, students of the track IBS can acquire the Bachelor of Science degree of EBS as well as the respective national degree of their partner university. In addition to the Master's degree gained at EBS Business School, students also have the opportunity to earn a further international degree (MBA or specialized Master's degree). This dual degree option always requires spending an additional (fourth) semester at the respective partner university abroad and leads to earning two degrees within two years.

If applicable, please describe your institution's strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and training in relation to projects implemented under the Programme.

EBS is involved in a significant number of projects and activities outside of Germany, all of which together assist in building the international culture. The Business School operates for example Chairs outside Germany. EBS faculty hold adjunct teaching positions at other institutions; faculty go on research stays abroad as Visiting Faculty (EBS rules require that all junior professors must spend time at an international research institution, while senior professors can take a sabbatical (one semester that can be spent abroad) after seven semesters at EBS); and individual faculty take up teaching assignments at international institutions.

Guest lecturers from our partner institutions are invited to hold lectures at EBS.

Financial support is granted to faculty members and doctoral students for the participation at international conferences given the presentation of a "full paper".

The development of the *Industry and Country Centres* concepts involves bundling the research expertise of the University across departments and Schools. The Centre Concept has shown significant success at the Supply Chain Management Institute (SMI), which currently has three country centres in operation (China, India and Russia), each of which is headed by an EBS core faculty



member located at a renowned business school within the relevant country. It is planned to expand the Country Centre concept to operate across departments and schools in the near future.

Non-academic staff has the opportunity to spend time at partner institutions outside Germany. Staff exchange will be of increasing importance for the professional and intercultural development of the administrative and academic staff at EBS. It will help to share skills, ideas and best practices with staff from our partner universities around the world.

Please explain the expected impact of your participation in the Programme on the modernisation of your institution (for each of the 5 priorities of the Modernisation Agenda*) in terms of the policy objectives you intend to achieve.

The following policies have been adopted by EBS in order to contribute to the 5 priorities of the Modernization Agenda:

A programme portfolio delivered mostly in English, that integrates the global perspective within the entire curricula and is delivered by a mix of German and international faculty has been established. In addition to that a structured Ph.D. programme is offered in English at the Business School.

EBS strives for a further development of high-quality partnerships with a range of Universities worldwide, in order to facilitate ongoing exchanges of students, faculty and/or cross-border research projects. EBS aims also to strengthen the partner portfolio - mainly through means of Dual Degree Programme options in major countries worldwide.

An emphasis is put on research output that has an international impact, as evidenced by presentation at international conferences and publication in predominantly internationally ranked academic A & B journals. EBS faculty hold adjunct teaching positions at other institutions; faculty go on research stays abroad as Visiting Faculty. EBS rules require that all junior professors must spend time at an international research institution, while senior professors can take a sabbatical.

One of the current strategic priorities of the School is to increase the proportion of international faculty members and German faculty with significant international experience.

EBS puts also an emphasis on the engagement with a range of multi-national co-operations and organizations and the development of relationship that impact directly on the University and students (for example, through sponsorship and recruitment).