



*innovate*125

HHL Future Concept*

HHL has been a driver of innovation since its foundation in 1898: it was the first university in the German-speaking part of Europe to pave the way for university education for business people and the establishment of business management as an independent scientific discipline.

After its reestablishment in 1992, a major focus was the international orientation of business management in the context of globalization of the German economy. HHL has been one of the pioneers in Germany for its English language university programs since the mid-90s. Long before the financial crisis, HHL was one of the first universities putting a focus on the preconditions of responsible and sustainable company leadership.

Today HHL meets the new challenges of leadership in the 21st century with its future concept, which puts more focus on a holistic approach and adds the perspective of innovativeness to the dimensions of effectiveness and responsibility.

The Vision of a New “Leipzig Leadership Model”

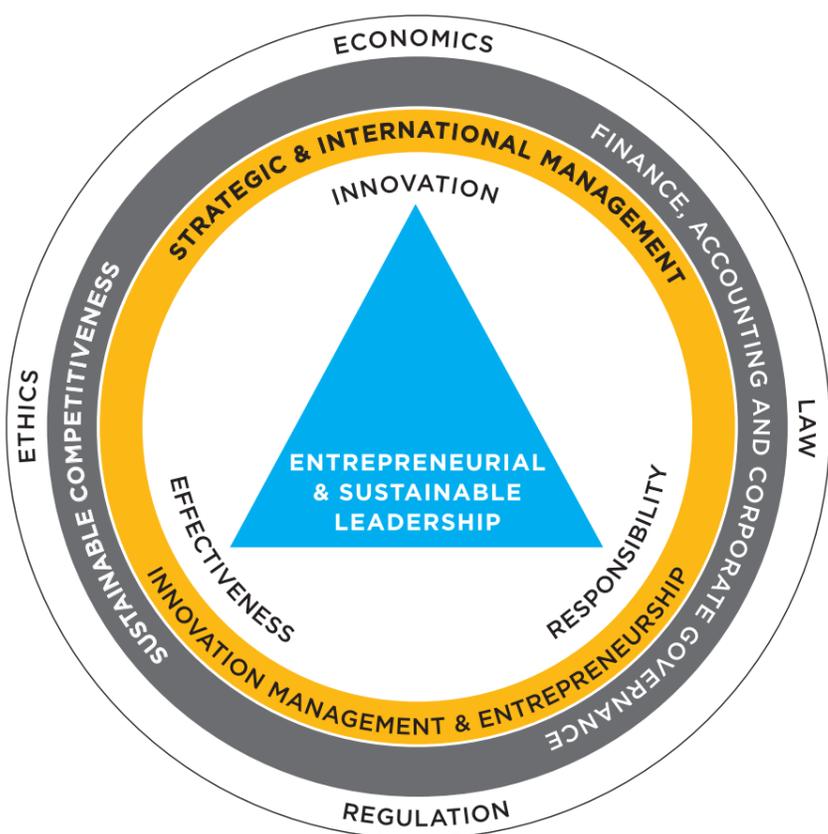
Important elements of the HHL Future Concept *innovate*125 have been implemented as confirmed by HHL's recent reaccreditation by AACSB through an international team of experts. HHL Dean Prof. Dr. Pinkwart says, "We were able to achieve certain goals even faster than we had planned." This is reflected in excellent rankings as well as a strong growth in the faculty and the number of students and supporters.

Growing Global challenges and increased complexity of management tasks in times of constant change raise completely new questions to the management as well as to Business Administration. Business Administration in this context has been the subject of criticism for an increasing divide between theory and practice.

HHL wants to contribute to reversing this trend with its concept *innovate*125 and argue for more rigor and relevance in business management in the tradition of its first alumnus Eugen Schmalenbach. As the global networking of economies opens new doors for companies and national economies, there is also an increase in the number of interdependencies.

With its Future Concept *innovate*125 HHL wants to give answers to the new challenges in business management in the 21st century. The school, thus, works in close collaboration between theory and practice on a new leadership model that one could call a "New Leipzig School" referring to the famous group of artists around the Leipzig based famous artist Neo Rauch.

HHL considers a notion of management centered on sustainable business leadership as a central requirement for the success of future businesses in making complex trade and business decisions. In light of the decreasing half-life of knowledge and increasing life expectancy the need for excellent, internationally connected qualifications of executives is growing. HHL through its' future concept *innovate*125 is meeting these challenges, as expressed in its mission statement.



In the center of the “Leipzig Leadership Model” lies the thought of entrepreneurial leadership based on holism.

“We educate effective, responsible and entrepreneurial business leaders through outstanding teaching, research and practice. We are driven by excellence in teaching and research to benefit our students, stakeholders and society. Our academic quality is underscored by our global outlook and a lifelong premier service and support network.”

*) Abridgement of the Future Concept *innovate*125 as presented by Prof. Dr. Andreas Pinkwart at HHL's celebration on May 21, 2012 and which was based on HHL's May 2, 2012 Senate decision.

HHL Sets Course for Top 10 in Europe

By 2023, when HHL will celebrate its 125th anniversary, it wants to have reached two strategic goals. First, it is aiming to enter the league of the Top 10 graduate business schools in Europe with its full- and part-time M.Sc. and MBA programs, its doctoral, as well as its executive programs. HHL also wants to position itself amongst the Top 10 worldwide with its M.Sc. program. Further substantial efforts will be undertaken in the next few years in order to increase HHL's innovative performance and international visibility in research, teaching and knowledge transfer.

**650
Students
in 2016**

Quality Growth Strategy

To reach its strategic goals HHL is following a qualitative growth concept over the next nine years. The focus is on a larger and more internationally representative faculty, excellent research, additional programs, more students and the development of strong global networks.

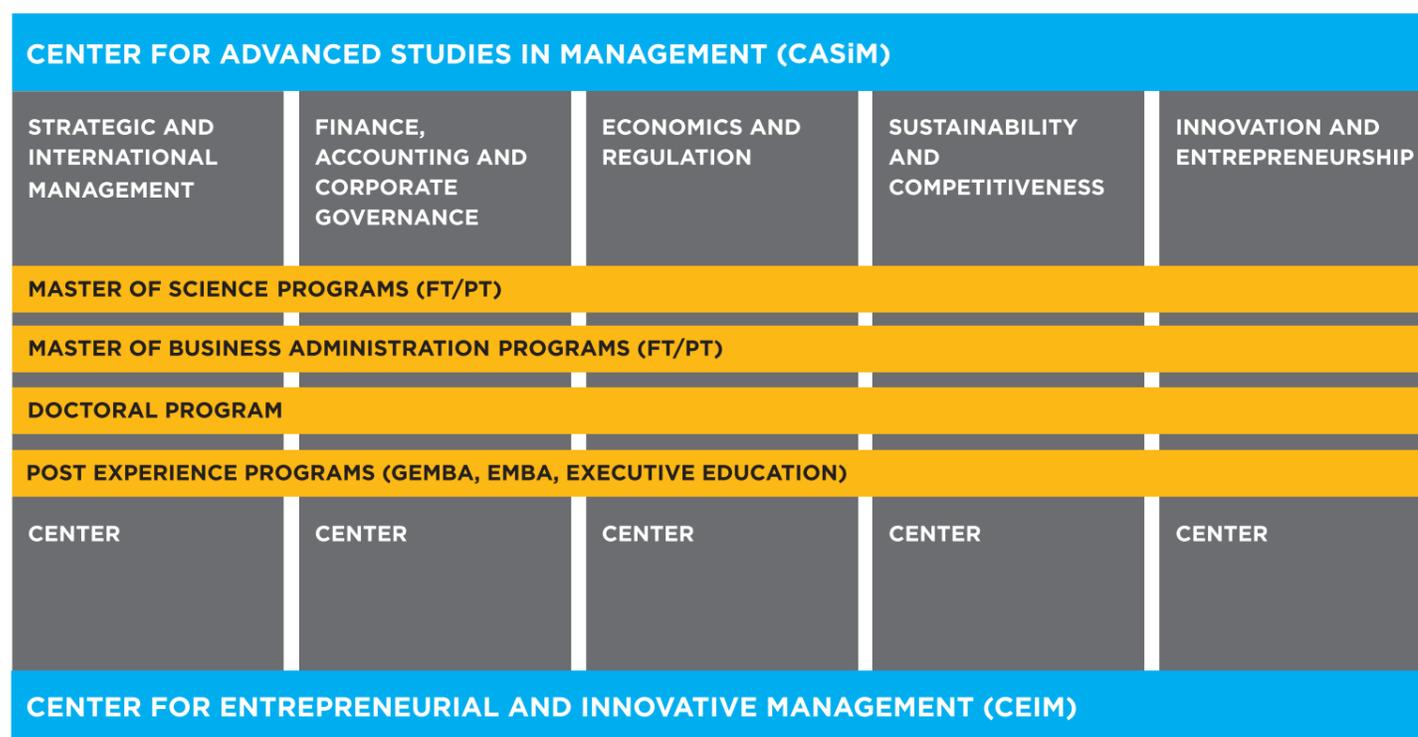
To a large extent, HHL managed to achieve its goal of doubling the numbers of full and junior professorships, associate and assistant professorships faster than planned. Long-term external donations from several strategic partners have encouraged this development.

In the last years the faculty made huge progress in the percentage of female and international faculty members to strengthen its international competitiveness. By introducing new programs and the new study location Cologne, as well as providing additional enrollment dates, the number of classes will increase to more than 20, and the number of students to approximately 650 by 2016. Additionally cooperations with the science and innovation region of Leipzig, as well as with its more than 120 international partner universities, will be further developed.

New Group Structure of the School

In order to enhance its strengths and profile new focus areas, HHL is organizing its' research and future teaching activities around thematic areas. The faculty is subdivided into the following fields: Strategic and International Management; Finance, Accounting and Corporate Governance; Economics and Regulation; Sustainability and Competitiveness, as well as Innovation and Entrepreneurship. Each department will put key future issues of business administration in their focus.

HHL aims to distinguish itself as one of the leading entrepreneurial graduate schools in Europe in the coming years.



Stable Finances and Infrastructure

Stable finances are a fundamental necessity for a private university such as HHL to ensure excellence and sustainability. This is a great challenge in Germany.

Since the re-establishment of HHL in 1992, the Kramer Foundation, along with the Leipzig Chamber of Commerce and Industry and the Association of Friends of HHL, has again been the main supporter of HHL. By including Cognos AG as a fourth strategic shareholder, HHL broadened its financial foundations in a sustainable manner. Despite the significant increase of the faculty, the proportion of third-funded professorships in the last three years almost tripled from one third to approximately eighty percent. The school managed to decrease the proportion of indirect public funding from 45 percent in 1992 to under 7 percent in 2013, which represents a great success for a research-oriented university. The systematic expansion of its capital base is a central point of HHL's future concept. This also applies to the decision made by the government of the Free State of Saxony to allow HHL the long-term use of the buildings it already inhabits, as well as additional buildings on the Campus Jahnallee, which are necessary for HHL's expansion. Beyond this HHL seeks further success by raising external funds.

Research Center CASiM and CEiM

For improving research, teaching and the transfer of knowledge, HHL is establishing two new centers whose research and transfer connects the different research groups at HHL. In close cooperation with the five research groups, as well as HHL's doctoral program, the Center for Advanced Studies in Management (CASiM), deals with funda-

mental questions of business management for the 21st century. For example, it explores the role of trust in business sciences and the management of transformation processes in companies and the economy. The CASiM Graduate School in cooperation with HHL's Ph.D.-Program started in fall 2012. The Center for Entrepreneurial and Innovative Ma-

agement (CEiM) which is currently being established, will bundle existing knowledge of innovative entrepreneurship from the respective groups. CEiM will focus its work on existing, merged but also new companies. CEiM emphasizes HHL's role as one of the best entrepreneurial universities in Germany and Europe.