

## Erasmus Policy Statement (Overall Strategy)

### D. Erasmus Policy Statement (Overall Strategy)

The Institution agrees to publish this overall strategy (all three parts) on its website within one month after the signature of the Erasmus Charter for Higher Education by the European Commission. ☒

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. (max. 5000 characters)

Original language [EN]

The HHL Leipzig Graduate School of Management is an institution of higher education at the university level. Leipzig Graduate School of Management offers four Master-Level programs: two Master of Science Programs and two MBA programs, and in addition a doctoral program and executive education. While for students enrolled in the MBA programs an international project is compulsory, students enrolled in the full-time MSc-program must do a compulsory semester abroad at one of the partner universities of Leipzig Graduate School of Management. The grades received during the exchange semester abroad are acknowledged by Leipzig Graduate School of Management and become part of each student's final grade for the academic degree. Currently, Leipzig Graduate School of Management has exchange agreements with 119 partner institutions; 51 of these are within Europe. 46 of the 51 European partner institutions are affiliated with the Erasmus network. The large number of European partners emphasizes the high value which the Leipzig Graduate School of Management accords to European cooperations.

This is consistent with the strategic development plan of Leipzig Graduate School of Management, which calls for the institution to increase its internationalization. At the moment, around 30% of the eligible students are studying abroad within the Erasmus program; this is consistent to the European Policy Statement for the 2007/13 period; the aim is to increase it to 35% by 2020.

This strategy calls for Leipzig Graduate School of Management to support innovative fields of research, to contribute to further curricula-development and to prepare students within the European and international network for future leading positions in Europe. To realize this goal, Leipzig Graduate School of Management integrates guest lecturers from European countries into its academic program. Although HHL already has many courses taught by international professors; the aspect of teaching staff mobility within the Erasmus program will be increasingly emphasized by Leipzig Graduate School of Management in the future.

For the best intercultural integration of HHL-students abroad, a general policy is to send no more than two students to a single institution abroad. This is the reason why HHL maintains such a large network of partner universities.

For potential new agreements, HHL requires comparable programs, an international accreditation, a comparable international institutional or program ranking. In addition, the academic calendar must fit; preferably language of instruction should be English; and the safety of the mobile participants in the host country will be taken into consideration. In these cases a balanced exchange will be negotiated.

HHL has signed several double degree options with its partners abroad. Prerequisite for this is in addition to the criteria mentioned above the same institutional accreditation of the partner (AACSB). European countries, within the Erasmus program, are here also the most preferred geographic area for double degree options.

In addition, HHL is part of a European network (six institutions from different countries) for offering a joint degree program using blended learning, leading to the MBA; and is offering a joint Executive MBA with a Spanish institution. As both these programs for HHL are coordinated by its Department of International Relations, a strong emphasis to all international areas can be guaranteed.

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. (max. 2000 characters)

Original language [EN]



Organization and implementation of all international projects, both EU and non-EU will be coordinated by the International Relations Department of HHL. Based on the good experiences HHL has collected with the Erasmus program in the past, regulations from this program will be transferred to other mobility based programs, also outside of the EU. This means, HHL will introduce an academic recognition for results from study abroad periods on the basis of learning agreements/transcripts also for non-European programs. With this, an efficient recognition of credits gained abroad through effective quality assurance, comparable and consistent use of ECTS and the Diploma Supplement can be assured. Attracting the best students, academics and researchers from inside and outside the EU and developing new forms of cross-border cooperation are key drivers of quality at HHL.

The contribution of higher education to jobs and growth, and its international attractiveness, can be enhanced through close, effective links between education, research and business. The recent shift towards open innovation at HHL has resulted in increased flows of knowledge and new types of co-operation between education, research and business. The capacity of HHL to integrate research results and innovative practice into the educational offer, and to exploit the potential for marketable products and services is high and will be shown in the implementation of international cooperation projects, both within and outside the EU.

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. (max. 3000 characters)

Original language [EN]

As HHL has the autonomy to set strategic direction, manage income streams, reward performance to attract the best teaching and research staff, set admissions policies and introduce new curricula, a continuous modernization of the institution will concentrate on the following areas:

- To develop clear progression routes from vocational and other education types into higher education. An effective way to achieve this is through clear procedures for recognising learning and experience gained outside formal education and training. This still is part of the study regulations of HHL's academic programs.
- To ensure that financial support reaches potential students from lower income backgrounds through an efficient allocation of funds for such students. This is part of the international strategy of HHL; the Director International Relations is also acting as the Director Financial Aid.
- Skills and growth projections and graduate employment data, including tracking graduate employment outcomes, will be used in course design and delivery, adapting quality assurance and funding mechanisms to reward success in equipping students for the labour market.
- A greater variety of study modes - part-time, distance and modular learning, continuing education for adult returners and others already in the labour market - will be offered by HHL. This process has started. Also, the potential of ICTs will be exploited, to enable more effective and personalised learning experiences, teaching and research methods (eg. eLearning and blended learning) and increase the use of virtual learning platforms.
- Learning mobility has been built systematically into curricula, this process will continue in the future. An efficient recognition of credits gained abroad is guaranteed and part of the study regulations. Funding for doctoral programmes will be enabled to secure an innovative doctoral training.
- The development of entrepreneurial, creative and innovation skills is part of the learning goals in the curricula. Partnership and cooperation with business as a core activity of HHL will be guaranteed also in the future.
- The systematic involvement of HHL in the development of integrated local and regional development plans, and target regional support towards higher education-business cooperation particularly for the creation of regional hubs of excellence and specialization will be promoted and assured in cooperation with the City of Leipzig and the government of the Free State of Saxony.
- Funding mechanisms will be targeted to the needs of HHL's profiles, to encourage its staff to focus efforts on their individual strengths, and develop incentives to support a diversity of strategic choices and to develop centres of excellence.

\* COM (2011) 567 (<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0567:FIN:EN:PDF>)