

# WU Erasmus Policy Statement

## Overall Strategy

WU's mission aims at further developing its position as the leading university of economics and business in Austria and at becoming one of the top 5 business schools in the German-speaking world and the top 15 in Europe. WU regards internationalisation as one of its core competencies and competitive advantages. A high level of internationalisation is seen as an important part of its further strategic orientation.

WU's internationalisation strategy focuses on the following goals:

- Strengthening WU's international positioning through international accreditations and rankings, international cooperation, international branding as well as international career services and alumni work.
- Continuing to foster the mobility of students and researchers (by continuing and expanding cooperation and networks with selected and distinguished international universities) as well as a successful integration of international faculty at WU.
- Investing in a bilingual university with English being the second language.

WU maintains a worldwide network of partner universities. The target regions for student mobility are Europe, North America, Asia and Australia. A special focus lies in Central and Eastern Europe with particular study and mobility programmes offered to students interested in this region. WU pays special attention to the overall quality of its partner institutions in each region. General criteria for the selection of new partner institutions therefore are the academic portfolio (content and quality of courses, language of instruction), international accreditations (EQUIS, AACSB, AMBA), rankings, memberships in international networks (CEMS, PIM), services offered to incoming students (orientation, housing) and the progress of internationalisation of a potential partner institution.

On the Bachelor level WU aims at providing an extensive network of partner universities to give all interested WU students the opportunity to spend a study period abroad. The strategic focus lies on a selective and qualitative expansion of the network with distinguished international universities under the general criteria mentioned above.

On the Master level the internationalisation efforts focus on the establishment of programme-specific exchange agreements and on increasing the offer of double degrees.

The programme-specific exchange agreements ("Strategic Partnerships" in the WU terminology) are established between WU's Master Programmes and Master Programmes of selected partner universities abroad. Special attention is given to the compatibility of courses. The programme-specific exchange agreements aim at achieving the following goals:

- Intensive academic networking strengthening teaching and research.
- Establishing an "international classroom at home" creating sustainable networks for high potential students from different regions.
- Efficient credit transfer improving the quality of teaching and the academic value of studying abroad.

WU is member of the CEMS Alliance, offering the CEMS Master in International Management as a joint degree, which is fully integrated into WU's Master in International Management Programme. The membership in CEMS is of high strategic importance and one of WU's primary networks for strengthening international relations.

Besides the CEMS MIM joint degree WU offers two double degree programmes in Strategy, Innovation, and Management Control in collaboration with two other leading business schools. WU aims at increasing its portfolio of double degree programmes with prestigious partner institutions to broaden its educational offerings and to strengthen research collaboration. The goal is to establish double degrees in the field of Marketing, Strategy, Innovation, Management Control and Supply Chain Management with renowned universities in crucial regions (North America, Europe and Asia). Double degrees are seen as additional opportunities for Master students to gain a competitive advantage by acquiring further insight on specific topics and by receiving a second degree.

Internships are an important mechanism for gaining practical skills according to the needs of the labour market. WU supports students in finding suitable internships via the WU Career Center.

Faculty and staff mobility play an important role in WU's internationalisation efforts. Special programmes exist at WU to promote international mobility of WU faculty for their research and teaching activities. These programmes complement the initiatives at EU level and aim at further increasing the number of outgoing faculty.

Administrative staff mobility is actively promoted and supported by the Rector's Council of WU. It is seen as a useful tool for personnel development and for the exchange of best practices. The importance of incoming faculty and staff mobility for WU is also underlined by the establishment of the WU Welcome Center.

### **WU's strategy for the organisation and implementation of international (EU and non-EU) cooperation projects in teaching and training**

WU's cooperation with the partner institutions goes beyond student exchange, since it often involves joint research activities and the development of joint courses. WU has a long tradition in developing and organising joint intensive programmes in the form of "Summer Universities" with partner institutions in- and outside Europe. Under the Programme it is planned to establish Strategic Partnerships in order to develop new intensive programmes involving faculty and students from all strategic partner institutions. At WU, the responsibility for the development of such intensive programmes lies with the Dean of International Programs and the International Office; both report to the Vice-Rector for Research, International Affairs and External Relations.

WU has also been involved in several capacity building projects, mainly in the Western Balkan, Russia and the Ukraine. It is intended to continue these activities under the new Programme with the focus of WU's activities lying on the development of new curricula and new learning and teaching methodologies. At WU, capacity building projects are run on a decentralised level directly by the departments involved. Support in the application process and the project management is given by the WU Research Service Center.

Entrepreneurship and Innovation is one of the core areas of teaching and research at WU. Cooperation agreements with a focus on knowledge and innovation transfer exist with other universities and business partners. Knowledge Alliances according to the Programme are seen as a chance to further enhance the activities in this field. WU will therefore explore the possibility of joining forces with other universities and with businesses to form a Knowledge Alliance.

### **WU's 5 priorities in regard of the Modernisation Agenda\*)**

WU has undertaken several modernisation efforts in its aim to become one of the top business schools in Europe. Internationalisation and thus the various dimensions of the Programme are fundamental for WU in reaching this goal. In regard to the five priorities of the Modernisation Agenda this means:

- Increasing attainment levels. WU is the largest university of economics and business in the European Union when it comes to student enrolment. Given WU's responsibility as a major player on the Austrian job market, WU's clear goal is to cover all needs for business graduates. WU wants to educate economists who are highly attractive for the job market. The full implementation of the Bologna System and the participation of students in credit mobility in the Programme's mobility schemes are essential for reaching this goal.
- Improving the quality and relevance of higher education. Several steps have been taken at WU in the aim to further improve the quality of education. The introduction of an internationally-oriented academic track on Bachelor level, the establishment of 14 specialised Master Programmes and the extensive use of eLearning can be mentioned in this context. WU's membership in renowned international networks is seen as a key driver for learning and improving from best practice. The new Programme is expected to support WU's initiatives in striving for excellence in teaching and research. Staff mobility facilitates learning from other institutions. Strategic Partnerships are expected to support the development of new course modules.
- Mobility and cross-border cooperation. With around 25% regular international students, WU is the most international university in Austria. 50% of all WU graduates have international experience. Continuing to foster mobility of students and researchers is one of the main goals of WU's current internationalisation strategy. At the same time the newly established Master Programmes in English shall attract international graduates and make WU an attractive destination for the international scientific community. Student and staff mobility within the Programme are expected to have a positive impact on these goals.
- Knowledge triangle. Corporate connections are an integral part of WU's identity. The establishment of research institutes with support from the business world and the involvement of corporate partners in curriculum design and course offers are to be mentioned in this context. WU's goal is to further strengthen its connections to the corporate world by exploring the possibility of joining forces with other universities and businesses.
- Improving governance and funding. Since WU is a public institution, governance structures are defined by law and funding is largely public. Within its autonomy WU has initiated several cooperation projects with third party funding. Participation in the Programme is seen as additional support for these initiatives.

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

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