



KATHOLISCHE UNIVERSITÄT
EICHSTÄTT-INGOLSTADT

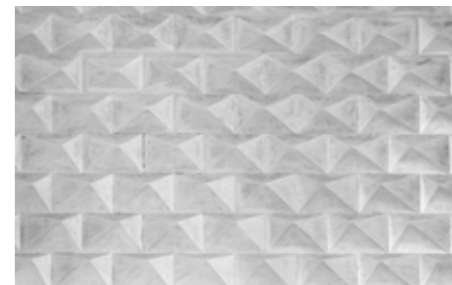
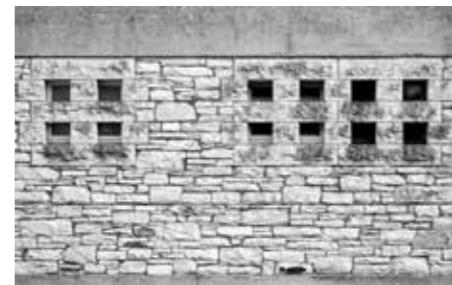
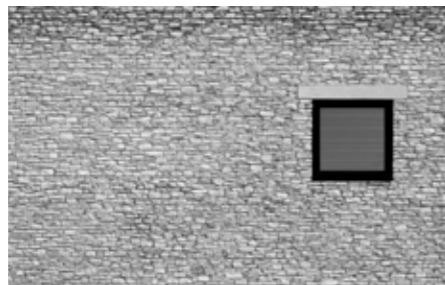
Development Plan

KU 2030



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CHAPTER 1

Starting point and objectives

Since its founding in 1980, the Catholic University of Eichstätt-Ingolstadt (KU) has established itself as a place of excellent research, outstanding teaching and responsible commitment both in Germany and abroad. This is proven by numerous impressive successes in individual and collaborative research, continuous top positions in rankings and an intensive exchange with stakeholders in society, the state, business and the church.

A Catholic university sees itself as a place in which the pursuit of truth and the striving for universal knowledge have a special status. The KU is both: a *Catholic University* and a *Catholic University*. It is a modern scientific University and in this, it is committed to independence and freedom of research and teaching; and it is an institution within the Catholic space of society. The KU embraces these two dimensions equally as its mission and treats them as one: Here at the KU, faith and science meet in a dialog that is grounded in mutual respect.

Fundamental research and science with a practical orientation are assigned equal status at the KU. Integrated into a broad international network, the KU contributes to the generation and dissemination of new scientific

knowledge and has a far-reaching impact on society. It serves the common good by developing procedures and tools that incorporate the science system's responsibility towards society. In addition to providing students with a high level of academic and methodical qualification, the KU attaches particular importance to imparting social skills and advancing students' sense and value orientation.

In accordance with its Mission Statement, it combines its special profile as Germany's only Catholic University and its focus on the humanities and social sciences as well as the natural sciences, with the aspiration of placing the human at the center. Therefore, the KU promotes the diverse talents of the people who research, teach, learn and work at it – regardless of nationality, religion or beliefs, ethnic, cultural or social origin, disability, gender, sexual orientation or age.

It ensures equal opportunity for all its members and places particular emphasis on the diversity of opinions, styles of thought and knowledge cultures. The KU supports early-career researchers, advises its employees on career planning and creates the most family-friendly conditions possible for work and study.



The University is committed to the conservation of natural resources and biodiversity, climate protection and education for sustainable development. Being a sustainable University, it aims to play a significant role in shaping the digital and ecological transformation. It uses its resources, knowledge and skills responsibly and efficiently for promoting a socially just and sustainable social development.

As a committed University, the KU wants to build bridges between science and society by addressing major issues in society and culture and upheavals and crises, in its

research and teaching practice, and by providing access to its knowledge and educational resources to as many individuals and partner organizations as possible. In line with the tradition of Catholic universities, the KU collaborates with higher education institutions and research institutes all over the world and actively promotes staff and teaching mobility. It is characterized by its international campus culture that welcomes researchers, students and guests from all over the world.

This development plan is intended to provide an overarching framework for the development of the KU,

its faculties and the administration. It defines a common framework for action, identifies essential objectives and priorities that are to be implemented by the year 2030 and serves as a guideline for the University Management, University committees, faculties and all members of the KU. Furthermore, it is intended to inform the public of the University's planned further strategic development. This development plan was not designed as a detailed and specific list of measures, but rather requires independent interpretation in the respective subject cultures and contexts of implementation.

It is subdivided into the following four central pillars: Research and academic careers (Chapter 2), studies and teaching (Chapter 3), knowledge transfer (Chapter 4) and governance (Chapter 5). In addition, the development plan stipulates objectives and priorities for the cross-sectional areas of internationalization (Chapter 6), location development and infrastructure (Chapter 7), sustainability (Chapter 8), equal opportunity and diversity (Chapter 9) and family friendliness and inclusion (Chapter 10).

An extensive participation process was initiated in 2020 to prepare and formulate the present development plan. In a multi-stage voting process involving the faculties and member groups of the KU, the development plan was drafted by the Presidium in accordance with Section 11 para. 2 no. 3 of the KU Basic Rules. The Extended University Management commented on it on May 16, 2023, in accordance with Section 14 para. 3 no. 2 of the KU Basic Rules. On June 15, 2023, the development plan was adopted by the University Council in accordance with Section 16 para. 2 no. 4 of the KU Basic Rules. The agreement of the Foundation Council was established on July 19, 2023, in accordance with Article 5 para. 5 of the KU Foundation Charter. The votes were unanimous in all committees.





CHAPTER 2

Research and academic careers

Freedom and responsibility

As a place of excellent research, the KU offers its researchers excellent working conditions and general framework conditions for individual research, but also for interdisciplinary collaborative research in inter- and transdisciplinary collaboration projects. A high scientific reputation as well as a broad international network characterize the University's profile both in fundamental and application-oriented research.

In a time when major challenges such as progressing anthropogenic climate change, the digital transformation or challenges facing liberal democracies need to be addressed, we need a wide range of research in the humanities and social sciences as well as natural sciences in order to be able to continue to provide appropriate conditions for positive social co-existence and actively help shaping the future. With its special profile, the KU can contribute to this task by specifically encouraging its researchers to ethically reflect on scientific work, to place new findings in social contexts, to evaluate them and thus also to provide orientational and transformational knowledge for sustainable development.

Progress and successes

Research at the KU takes place at the chairs and professorships of all faculties, at research centers and institutes, different subject-related centers and central institutes, in research groups and in collaboration with external partner institutions. KU professors and academic staff conduct research on a wide range of current topics in regional, national and international networks. At the KU, the Research Service Center and consulting bodies such as the Executive Research Committee are responsible for promoting excellent research by offering research and career-oriented advisory services and support programs. The Ethics Committee and the Standing Commission for Scientific Self-Regulation are responsible for quality assurance in research.

In recent years, the KU has been able to make significant progress in terms of its standing in the German and international research and academic landscape thanks to the commitment of all University members. In addition to a sharpening of the research profile, the significantly increased acquisition of competitive, third-party funded research projects, the growing number of national and European



collaborative research projects, the variety of international research collaborations, and an increased publication output have contributed to this positive development. In specific terms, the KU has not only been able to significantly expand on its basic financial resources for research in recent years, but has also almost doubled its volume of third-party funding.

By establishing two KU research groups, the University made an important contribution to the promotion of excellent fundamental research. In addition, various new institutions have been founded in recent years, such as the Mathematical Institute for Machine Learning and Data Science (MIDS), the Center for Religion, Church and Society in Transformation (ZRKG), and collaborative platforms such as the Artificial Intelligence Network Ingolstadt gGmbH (AININ).

In order to pave new career paths leading to a professorship, the KU has been successfully participating in the joint federal states and government program for the promotion of early-career researchers (Tenure Track Program of the Federal Ministry of Education and Research (BMBF)) since 2019. In addition, the KU's teaching and research capacities were significantly expanded by the addition of several professorships through the German Research Foundation's Heisenberg Program and by the acquisition and establishment of endowed professorships. In order to ideally promote and support researchers in early career phases at all academic qualification levels, the KU has developed a qualification framework and adopted guidelines for the promotion of early-career researchers, which are based on the principles of excellence, internationality and personality. The KU's objective is to systematically prepare early-career researchers for professional paths both within and outside the science system.

Productive research climate

One of the central strategic goals of the KU in the years to come will be the promotion of excellent fundamental research and application-oriented research by targeted expansion of support offers aimed at the entire research cycle. This mainly includes: Library equipment, improving laboratory and IT facilities by expanding the offering in the field of research promotion, as well as the further development of research data management and projects and increasing the visibility of research. One of the main objectives of the University is to maintain the annual volume of third-party funds raised through peer-reviewed research programs and competitive calls for applications at state, federal and EU levels or, where possible, to increase it. At the same time, the KU aims to further improve the cultural, social, political, and economic impact of newly gained knowledge.

In order to make the application for and acquisition of peer-reviewed, third-party funded research projects even more efficient, the KU aims to continue to promote the positive and productive research climate, including the corresponding freedom, structures and networking opportunities, in the future. Information, advice and support for researchers during the entire process from generation of a project idea to the high-profile publication of the results, for example in renowned international peer-reviewed journals or publishing houses, will be further optimized, also taking into account individual career objectives and perspectives.

Career development of early-career researchers

Since scientific findings and achievements are only made by the researchers themselves, the focus is on providing highly individual promotion of scientific careers, from doctoral studies to lifetime professorships. The overarching goal is to create equal framework conditions for all recognized career paths: On the basis of established standards, proven approaches and "good practices", the KU will define criteria that can be applied to all qualification paths leading to a professorship (habilitation and habilitation equivalence, tenure track, heading early-career research groups) and that will be systematically reviewed.

With the establishment of career centers, as provided for in the Bavarian Higher Education Innovation Act (BayHIG), Bavarian universities will now have an additional task in the future. Taking into account its specific framework conditions and needs, the KU will develop an independent approach to career development that integrates the existing continuing education program in the field of academic careers, elements of structured doctoral programs, and opportunities for internal networking. The aim is to be able to identify and address individual needs at an early stage in order to ideally support and accompany the unfolding of academic potential, appropriate professional qualifications, early scientific independence and originality in research.

With a concept for the further development of career paths, which includes the establishment of specific advisory and support services, the KU also strives to improve career prospects for qualified individuals outside of academia as well as the transition from academic qualification to a professional future in business and society. A particular focus is on making the transition between different career paths but also between career stages as smooth as possible.

Sharpening the research profile

The positioning of the KU in the German and international scientific landscape achieved in recent years is consistently being continued by sharpening the research profile at all levels – from excellent individual research to inter- and transdisciplinary collaborative research. In view of the diversity of scientific disciplines and subject cultures, the KU relies on an academic interlinking of top-down approaches (creation of incentive structures, strategic profiling) and bottom-up approaches (promotion of individual research topics, University-wide initiatives) in this context.

To this end, already established research topics and fields will be pooled more intensively, but also promising new initiatives from the scientific community will be specifically supported with structural measures. Preference will be given to those topics and initiatives that are characterized by a high degree of scientific originality, momentum and commitment on the part of the researchers, and which at the same time address current or forward-looking discourses of high scientific or social relevance. For the identification, classification and shaping of societal challenges in particular, both fundamental research and the resulting application-oriented research, which can succeed particularly well in cooperation between the disciplines at the KU, are of equal importance.

Various measures are planned to achieve this goal. These include the establishment of thematic platforms and the promotion of self-organization of researchers in systematic internal networking, support in the coordination of profile-forming applications as well as the improvement of the internal and external visibility of existing structures, initiatives and networks. In addition, existing research structures are reviewed at regular intervals to determine their performance and effectiveness and are externally evaluated at appropriate intervals. The aim here is to ensure

that the KU is able to respond to changing requirements on the one hand, but also that it has adequate structures in place to allow research to develop to its full potential.

Given the importance and complexity of major societal challenges, the study of systemic interdependencies requires the ability to work both in an inter- and transdisciplinary manner. In the future, this ability will be promoted in a targeted manner through moderated information formats as well as professional continuing education programs that are specifically tailored to the needs of KU researchers.

Suitable structures and offers

The University pursues the goal of expanding funding opportunities for excellent research further, taking into account the different needs and requirements of heterogeneous subject cultures. In the future, the continuous documentation of research processes should enable access to a presentation of all relevant research data that is as complete as possible at any time. In order to achieve this, the University will introduce a high-performance research information system (FIS) for the collection and processing of research information in the coming years, which is tailored to the specific requirements of research at the KU and enables targeted management of research processes.

The KU will also establish structures and instruments that enable generated research data to be recorded and processed centrally in an adequate manner and in accordance with the current principles of good scientific practice, as well as to make them accessible to other researchers (Open Science). To this end, the University Library, Computer Center and Research Service Center are currently developing a KU policy on the management of research data together with representatives of various disciplines. It will describe and explain general principles,



specifications and recommendations for the collection, processing, storage and long-term archiving of research data of various types.

Another goal will be to pool the practical and experiential knowledge available at the KU in the area of professional project management to a greater extent and to make it usable in the long term in the form of a knowledge platform for research practice. This is, among other motivations, intended to lay the foundations for the KU to participate even more intensively in larger collaborative projects in the

future and to increasingly assume the role of lead partner or coordinator of larger collaborative research projects and project consortia itself. In this way, the entire process chain in the research cycle will successively be systematized further. This approach also includes professional exploitation and dissemination of research results to increase their visibility. It incorporates advice on open access publications, competent support services in the area of knowledge transfer, and assistance in implementing activities in the area of target group-specific science communication.



CHAPTER 3

Studies and teaching

Expertise and personal development

The KU offers its students an excellent academic qualification. Studies and teaching are firmly rooted in excellent research and the advancement of scientific knowledge. Lecturers at the KU are committed to providing students with a high level of professional and methodological education and to supporting them in the development of their personalities so that they are enabled to take responsibility for society and actively shape their environment. To this end, the KU provides its students with a fundamental attitude that places the human being at the center as well as with a reflective and ambitious value orientation. In addition to excellent specialist knowledge, participation in current academic discourses and preparation for changing professional fields, the University also imparts social skills, social commitment and personality development.

In this context, the KU is guided by the central idea of university teaching of the future. Academic teaching is based on an understanding of education, which is summarized in the Mission Statement for Studies and Teaching that combines the four pillars "discursive, interconnected,

committed and tailored to the needs of the individual". In its everyday study practice, the University combines the strengths of studying on-campus with good personal contact and intensive exchange on the one hand, and with digital opportunities, a broad international orientation and diverse intercultural experiences on the other.

Outstanding and award-winning!

The unique teaching and learning culture at the KU has been established across all faculties in recent years. Students and teaching staff appreciate the excellent staff-to-student ratio with intensive personal mentoring. The KU's excellent study conditions have repeatedly been confirmed by high rankings in national and international comparisons. In 2020 and 2021, students and alumni voted "their" KU to be "Germany's most popular University" two years in a row. The Bavarian Graduate Survey 2022 also speaks for itself: Overall, KU graduates are significantly more satisfied with their studies than alumni from other Bavarian universities. Among other things, the link between theory and practice, the orientation of teaching to current social requirements and professional advice and support are rated particularly highly. The high

quality of teaching is also reflected in the international orientation of numerous degree programs or in double degree contracts with universities worldwide.

The goals set in the area of quality management in studies and teaching have all been achieved or exceeded in recent years: In 2022, the KU's accreditation council has confirmed the effectiveness of the University's own quality assurance system for its Bachelor's and Master's degree programs. The University has been system accredited since then. In addition, state recognition processes were accelerated and work processes in the Examinations Office, Student Office and Legal Affairs Department were simplified. A Career Service for students has been successfully established. The University could further improve the conditions for balancing studies or work and family life in a targeted manner on the basis of a needs survey: Childcare for events and school vacations as well as a program providing support in the form of student assistants for female professors and research associates returning from maternity or parental leave were newly introduced.

Raising student numbers

The KU is distinguished by its excellent staff-to-student ratio at its two campuses in Eichstätt and Ingolstadt. Its declared goal is to "win" students to study at the KU, not only in terms of numbers, but above all in terms of motivation. In the future, it will target specific groups of prospective students: Due to its profile as a value-oriented University, it sees particularly great potential among highly motivated, committed young people as well as prospective students from abroad. Thus, the KU will strive to attract interested German-speaking students abroad and expand the range of courses for interested English-speaking students – where possible and reasonable. At the same time, it aims to improve acceptance and recognition of

prior achievements in order to provide greater access to its degree programs for non-traditional groups of prospective students seeking to study on the basis of their professional qualifications.

In order to achieve these goals, the KU will implement a number of strategically coordinated measures: Innovative programs and study offers that, for example, strengthen students' competence to shape the future or actively involve the public in study offers are intended to further enhance the quality and attractiveness of the KU's study offer. In order to make its study offer more international, the KU wants to implement new international degree programs and double-degree programs and expand on its extracurricular international offerings (Studium.Pro). These measures are complemented by a concept to promote multilingualism on campus.

Simultaneously, the application and enrollment management as well as the study programs' presentation in the public, for example on the internet, at trade fairs or in cooperation with schools will be optimized further. The goal of these further measures is the university-wide establishment of a welcoming culture at the KU. In particular, the initial phase of studies when students transition between school and university is to be further developed in an innovative manner.

This also includes eliminating persisting communicative, structural or didactic barriers as well as developing advice and support services further, for example for students with disabilities. In terms of space and technology, the University will also improve the general conditions for studying by creating modern, ideal teaching and learning environments for work and relaxation. For this purpose, it is planned to set up a fitness center in addition to the existing broad and high-quality offer of the University sports department. In this way, the KU is to establish itself as a cosmopolitan place



of encounter with other people as well as new thoughts and opinions, in addition to the regular everyday study routine.

Strengthening the quality of teaching

In future university teaching, it is less important to let students merely accumulate and reproduce knowledge than to motivate them to acquire knowledge actively, reflectively, independently and within a network – in close interaction with lecturers as well as fellow students. In a complex world of uncertainty and ambiguity, scientific knowledge must be contextualized in an interdisciplinary and transdisciplinary way. Students should be enabled to actively participate in the digital and socio-ecological transformation of society. They will learn to find creative solutions for unsolved questions of the future, to understand complex systems and also master a variety of controversial situations.

The main goal in teaching is to maintain and promote high-quality educational processes. To this end, the University will continue to develop its student-centered, individualized, but also collaborative teaching-learning culture that promotes students' self-determination, intellectual autonomy, and capacity for reflection and dialog.

The expansion of ideal support within the student life cycle will pay particular attention to the transitions between the various phases of study – starting from interested prospective students to the initial study phase, from the Bachelor's to the Master's program, as well as the transition to professional life and the subsequent continuous support of alumni. In addition, the KU will continue to develop its overall concept for good teaching with the active participation of lecturers and students, student advisory services, educational and academic staff development in higher education, the Center for Teacher Education, the International Office, and quality management department: The goal will always be to promote the potential of all students.

The unity of research and teaching will be strengthened further in the future through research-based teaching that integrates, for example, approaches to research-oriented learning. In addition, thinking ahead, teaching will be defined as being strong in transfer, diversity-sensitive, inclusive, and character-building.

Studium.Pro has become an important defining feature of the KU: It is integrated in more than 30 degree programs. Teaching programs have integrated the "Lehramt.Pro" offer that takes into account the requirements of the examination regulations for teaching degree programs (Lehramtsprüfungsordnung LPO). Studium.Pro modules invite students to think outside the box and look beyond the boundaries of their own subject and show that the study phase is also a phase of personal development that honors student commitment. The goal is to further develop the Studium.Pro offer – for example, in the area of Pro Career, future skills, mentoring and personality development, or with English-language offerings.

Preparing university students for the teaching profession is and will remain a successful core element of the KU; it

will be combined with further strengthening of the Center for Teacher Education (ZLB). By acquiring professional skills, students are prepared in the best possible way for the reality of schools, pick up on innovations and trends in the educational landscape, and will be enabled to give impulses for a transformation of school education themselves in their later professional lives. The Center for Teacher Education therefore also increasingly accompanies alumni.

Being a value-oriented University, the KU attaches particular importance to fostering student engagement. The systematic implementation of engagement and commitment offerings in all degree programs, as well as the structured expansion of service-learning formats, create new opportunities for students to become socially engaged as part of their studies. This is accompanied by a systematic integration of student engagement into the KU's study programs. The declared aim of the coordinated interaction of study and engagement programs is to help students develop into reflective, critical and discursive personalities who are able to work responsibly on shaping societal challenges.

Educational and academic staff development in higher education of the future

The further development of the teaching and learning culture provides for a stronger awareness among lecturers for the necessity of regular advanced training in academic staff development, which takes place in attractive (micro-) formats or coaching sessions as well as in consideration of the diversity of subject cultures. This also includes further strengthening of the qualitative feedback culture and a learning error culture. The University's own Teaching Lab with funding lines and instruments for the further development of a good teaching practice will be optimized in order to firmly establish a "Community of Teaching" at

the KU, in which the potential and challenges of future-oriented university teaching can be shaped in an open and transparent way.

Based on a broad, participatory process, the KU currently drafts a strategy for the high-quality digitalization of the field of teaching and learning. The aim is also to develop and implement new, innovative formats of higher education that make the best possible use of the opportunities offered by digitalization for a human-centered culture of digitally supported learning. A particular focus is on the design of new teaching and learning spaces as well as the further development of digital teaching and learning formats through forward-looking IT and AI tools.

When planning teaching and learning spaces, including furniture and technical equipment, a particular focus is placed on flexibility in order to facilitate different didactic scenarios. Laboratories and pilot applications encourage experimentation. For example, didactic innovations will be tested in a new "Post-Digital Learning Hub." The digital is no longer seen as something extraordinary, but rather as an obvious – but always reflective – penetration of the world of learning, work and life.

At the same time it is clear: The KU remains an on-campus University. Digital formats complement face-to-face encounters between lecturers and students, but they do not replace them. The barrier-free transition between analog and digital offers therefore requires special attention. Digital elements should enable individual and collaborative (self-)learning processes and provide lecturers with spaces for even closer support and supervision of students – for example, through coaching and mentoring programs.

Under the framework conditions of the Bavarian Higher Education Innovation Act, the KU is drafting guidelines for crediting towards the teaching load that give digital formats

the same weight as analog formats, taking into account principles of active support and supervision workload as well as the life cycle of courses. Fair distribution and crediting of teaching assignments is the focus, along with the management of modern teaching formats.

In the future, the allocation of resources to develop new degree offers will be much more closely related to the demand for specific degree offers. The goal will therefore be not to increase the number of degree programs further, but to align the offerings according to existing demand. In order to be able to address the desired developments appropriately in financial terms, the acquisition of third-party funding for teaching and learning is being further professionalized through active participation in funding programs for university teaching. By increasing financial resources, the expansion of existing programs, as well as the development of new programs, will be systematically pursued.

Education for everyone

Another essential goal of the KU is shifting its focus from the initial study phase more towards a self-perception of the University as a companion in the process of lifelong learning. For this reason, the KU will expand its open educational offerings beyond the traditional Bachelor's or Master's degree programs and increasingly address and involve target groups outside the higher educational field.

The offers for lifelong learning are implemented in a profile- and market-oriented manner through the targeted expansion of academic continuing education as well as the further establishment of high-profile events. To expand its open educational offerings, the KU will introduce trial studies and create smaller and digital formats for continuing education on specific topics that are oriented



to current needs. One focus here is on offers for education for sustainable development, in order to do justice to the growing importance of higher education in shaping a social transformation towards sustainability.

As part of the continuation of its Open Science strategy, the KU will also make educational materials freely and publicly available to a much greater extent in the future (Open Educational Resources). This is done by systematically offering public events also as digital content, general expansion on digital formats as well as by improving public access to teaching content.

The KU will expand on its alumni support by establishing a central point of contact within the University administration and provide organizational support to existing alumni associations. The use of a software-supported administration of the KU alumni network is planned, especially in order to be able to stay in continuous contact with those who wish to do so. The University also aims to hold a university-wide Alumni Day ("Homecoming") at regular intervals.



CHAPTER 4

Knowledge transfer

Committed University

With reference to the University's Mission Statement and founding mission, the KU understands its "Third Mission" as a core task that is closely linked to research and teaching. It consciously takes over social responsibility by addressing the political, social, economic, ecological and intellectual challenges of today's world and by actively contributing to shaping and solving such challenges through new research findings and the transfer of ideas, knowledge and technologies. In this context, the KU is guided by the underlying idea of being a "Committed University," which is unique in Germany and specifically places its scientific capacities at the service of the common good and creates a special climate that continuously and creatively brings science and society into exchange with each other.

In order to make the best possible use of the potential of science for shaping a sustainable future worth living in, the members of the KU are in regular exchange with various sectors of society. The development towards a sustainable society in particular requires more than ever that science, politics, business and civil society cooperate closely with each other, share their knowledge and findings and integrate

these in their thinking and actions both ways. To this end, the University not only cooperates with partners in the region and throughout Germany, but also internationally, with a focus on Europe and Latin America, in order to promote international exchange and global solidarity. The freedom of research and teaching and the aim of taking over social responsibility complement and inspire each other.

Transfer of ideas, knowledge and technologies

In recent years, the transfer of ideas, knowledge and technologies has been established at the KU with great success. In addition to a basic transfer of knowledge that takes place through the education of students – for example, in teacher training – the KU established a Department of Education Innovation and Knowledge Transfer as a contact point and hub reporting directly to the Presidium. In addition, it established and expanded transfer activities in various areas of the University in a targeted manner. For example, knowledge transfer was structurally anchored at the new centers established since 2016, in which interaction of research, teaching, and transfer takes place. It was also embedded in central institutes, such as the Center for

Marriage and Family in Society (ZFG), that generate a significant share of third-party funding through transfer activities.

Another impulse was the acquisition of the joint project "*Mensch in Bewegung*" funded by the joint federal state and government initiative "*Innovative Hochschule*" (Innovative University), which was successfully implemented at the KU over a period of five years. Additional interfaces for exchange with the general public were created by setting up several new transfer locations – for example, the Ingolstadt Science Gallery or the Green Office. Further development of science communication was achieved through targeted testing and establishment of various citizen participation formats and the development of a media center.

International cooperation in the field of knowledge transfer was further expanded through the acquisition of the "*Uniservitate*" project which has a global orientation. Within the project, the KU acts as a hub for partner universities throughout Eastern Europe and the Middle East. The aim is to systematically develop service-learning offers and structurally anchor them at universities.

Commitment and openness

The KU will continue to deepen its profile as a "Committed University" in the years to come. In order to do justice to its role in society, the KU will raise its profile as a transformative University beyond its existing knowledge transfer profile and focus on specific social issues even more systematically than before.

This is made possible by the fact that the KU was awarded the title of "Innovative University" for the second time in 2022 as a result of the approval of the joint project "*Mensch in Bewegung II*" of the Federal Ministry of Education and Research (BMBF) in a nationwide, highly competitive

contest. A key goal of this project is to develop an open-topic, process-oriented transformation model that enables the KU to respond to current societal issues at any time and to work with partner organizations from all sectors of society for developing new solutions to specific challenges. The KU will live up to its leading role in transfer by subsequently making the resulting model available to other universities in order to promote the shaping of social transformation processes nationwide in other regions as well.

The KU sees itself as a place of academic exchange as well as a free and open place of education, where all interested parties with their different objectives and knowledge requirements can actively participate. In order to further strengthen the opportunities for participation for everybody, the University will expand the infrastructural, organizational and technical prerequisites for an "Open University" in the future. It also lives up to its social responsibility by making newly acquired knowledge and approaches to solutions for sustainable and future-oriented development more freely available to everyone than in the past. To this end, it will develop a University-wide Open Science strategy – following on from Open Access measures already implemented. Across all working areas and faculties, this is intended to pool the University's activities aimed at public participation in fields as diverse as knowledge and research data management, open access publications, free and open educational materials, or public events and offers for continuing education.

Room for dialog and experimentation

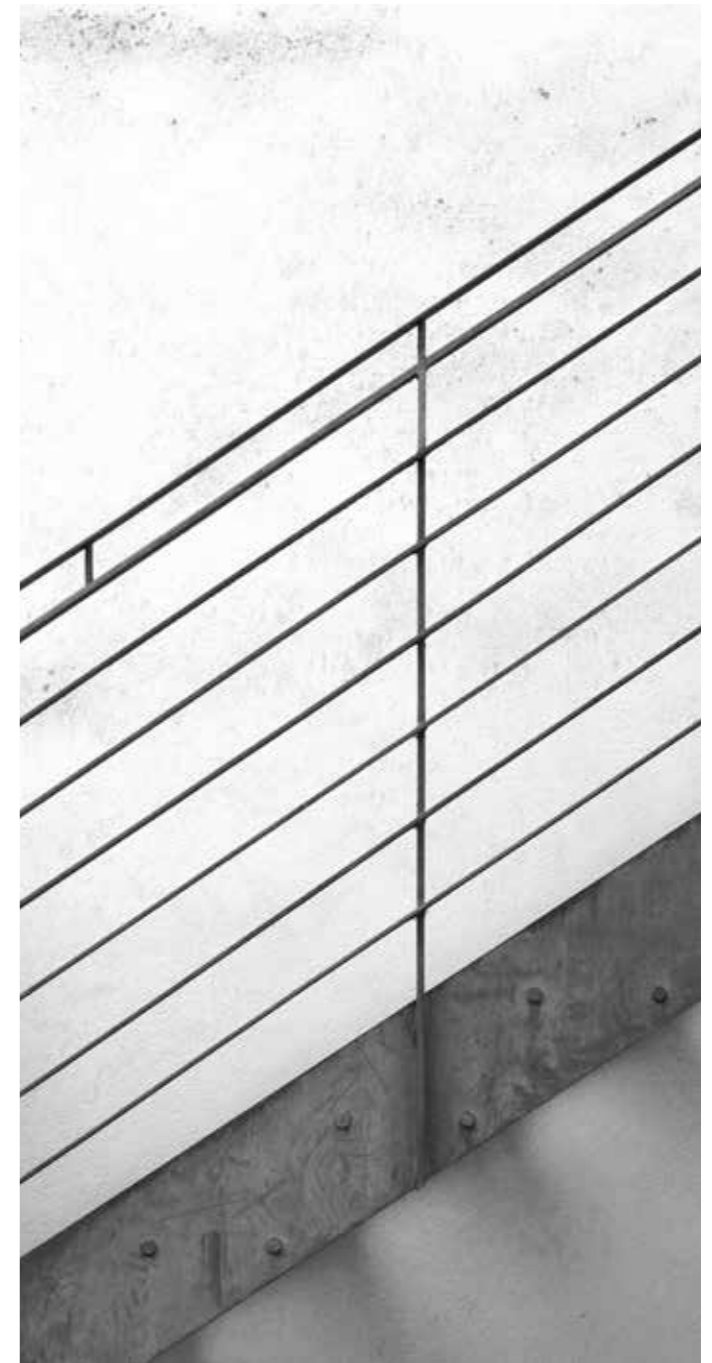
Among other things, the development and establishment of a "Future Campus" at the Ingolstadt location focusing on the topics of digitalization, ethics and sustainability, as well as the establishment of the cross-location School of

Transformation and Sustainability, will pave the way for the future development of the KU's transfer profile as a committed and open University.

The newly emerging faculty will enable free, creative and open work between researchers, students, international fellows and regional practice partners on the pressing issues of our time. Research, teaching and transfer are to be connected much more closely than before through participatory research formats (for example Citizen Science) as well as through inter- and transdisciplinary study programs. In this way, the KU will build a unique platform for actively shaping social transformation processes through targeted identification of societal challenges, research-based anticipation of future developments, co-creative development of solutions, and the systematic integration of local and regional knowledge.

As an integral part of the new Future Campus, which will be established from 2023 onwards, the KU will also set up a science forum ("House of Science") for promoting dialog with the public, which will enable encounters with all sections of the population by means of a broad range of events and continuing education offers as a regional platform. In this context, a "Citizen Science Lab" will be established to firmly anchor participation of citizens in cooperative and participatory projects at the KU. In social transformation processes, the active participation of different stakeholder groups is an essential prerequisite for their acceptance and legitimacy.

By establishing such new spaces for dialog and experimentation, the KU will be even better positioned to bring scientific findings from its own research to bear on transformation processes, while at the same time advancing the integration of knowledge resources from other sectors of society.



With the Jura Museum in Eichstätt, the second largest natural history collection in Bavaria has been part of the KU for several years now. The cooperation with the museum management is to be expanded in the coming years in order to systematically accompany the new conceptualization of the museum. On the one hand, the reference to socially relevant topics such as climate change or biodiversity is to be strengthened, on the other hand, a stronger connection to different disciplines at the KU will be established.

Sustainable development in the region

In view of society's shift toward sustainability, the Eichstätt-Ingolstadt region, which has so far been strongly characterized by mobility technologies, is facing considerable structural change. In order to shape this change process, involving diverse ideas and experts as well as activating different knowledge resources will become increasingly important. Based on its transfer strategy, the KU will develop an independent concept for stakeholder and cooperation management in the innovation region of Eichstätt and Ingolstadt and beyond. This forms the basis and reference framework for systematic, transfer-oriented cooperation with partner organizations in the context of regional as well as supra-regional development projects.

The Transfer Agency that is to be newly founded as part of the innovative “*Mensch in Bewegung*” alliance is at the center of the KU's regional commitment strategy. As a cross-university and cross-sector body, it will coordinate the transfer-oriented collaboration of the universities on site with partner organizations with the aim of realizing innovative and transformative high-impact projects. Furthermore, another goal is to acquire further financial resources for the continuous maintenance of a regional fund for cooperative project plans within the framework of funding and network management.

As part of systematizing regional cooperation further, the KU will also expand on the long-standing exchange between political leaders in Eichstätt and Ingolstadt and the University Management. Beyond existing forms of collaboration (such as the network “Engagierte Stadt” (*Engaged City*)), additional contexts for regular interaction will be created to specifically link the city's and University's development as part of a regional governance strategy. In order to intensify the dialog between the University and the local population, the KU will set up a place of encounter in the heart of Eichstätt, where it will pool central public offerings for the promotion of engagement as well as for sustainability consulting.

In addition, the KU will in the future provide enhanced support to those interested in founding a company within the framework of the existing regional entrepreneurship network, in order to test new forms of organization to foster implementation of innovative ideas through the associated support services. Here, the specifics of different academic disciplines and knowledge cultures are to be taken into account in order to build up an independent profile for start-up support, for example by promoting social start-ups or expanding EXIST scholarships.

Science communication

Since the appropriate and comprehensible communication of scientific findings is becoming increasingly important for political decisions as well as for the participation of citizens in academic discourse, the KU will systematically expand on existing measures for science communication.

The KU understands higher education and science communication as an essential part of its profile as an open, committed University. In line with its Mission Statement, the mutual exchange with society must be viewed from a

holistic, coherent perspective and with a view to the diversity of interactions within and outside the University – from information to policy advice to citizen participation.

The strategic development, planning and coordination of all communication measures is therefore of key importance. On the one hand, this applies to the traditional channels of higher education and science communication, such as press and public relations work geared to regional and national media, the KU website and social media channels, or the University's own publications on research, teaching and knowledge transfer. On the other hand, new communication channels are to be further developed that are even more dialog-based and participatory, such as event and participation formats or interactive online media.

The focus is on addressing the general public as well as specific groups – including target groups that have not been reached so far and have little affinity with science. In addition, the University will promote its researchers' skills for self-guided science communication (for example, at public events or in digital media) through training opportunities and strengthen incentives for active participation in science communication.

Organizational development in the area of transfer

In the area of knowledge transfer, the KU will provide greater support for the activities of its researchers in the future. To this end, it will introduce a professional process management system for collaboration with external partner organizations, building on existing tools such as the contact portal for those interested in collaborations. The aim is to provide researchers with the best possible service for the implementation of their transfer projects – from

initial contact to information and consulting services, the preparation of proposals and cooperation agreements, and active support for transfer projects. One component of further professionalizing the field of transfer will be a welcome package for researchers that introduces them to all support offers for active cooperation with external actors right when they start their new profession at the KU.

Another goal of the KU is to promote and consolidate the transfer of ideas, knowledge and technologies by institutionalizing an independent transfer office. Transfer activities should thus be more closely integrated into the University's core processes and a higher proportion of academic staff should participate in transfer activities. To this end, the KU will establish an incentive structure that facilitates transfer-oriented collaborations and makes them more attractive, for example by providing start-up funding (innovation fund), funding management, and match-making as regards potential partner organizations.





CHAPTER 5

Governance

Innovative governance

The successful development of the KU in research, teaching and transfer in recent years requires a practiced identification with the principles and goals of the University on the part of the employees in the research support sector as well as in science, and a culture of mutual recognition and appreciation that is firmly anchored in all areas of work at the KU. Interacting in a respectful and trusting manner and a clear, transparent regulation of responsibilities and authorities form the basis for good cooperation at the KU. The KU is guided by its Mission Statement when it comes to further improving the University's performance and competitiveness and to promoting the talents and potential of all University members in the best possible way.

The processes of planned governance that are fundamental to the management of the University and that take into account the interests of all University members aim to establish an open, enabling climate across the University that best supports freedom of research, high-quality academic education, and equal cooperation with partner organizations. In this context, the KU sees itself

as a learning organization and cultivates this attitude throughout the University by implementing various measures that promote a self-image as an agile, high-performance organization as well as flexible and dynamic further development of structures and processes. Building on the basic principles of responsibility and subsidiarity, the focus here is on providing service and support for all KU members. The KU will continue to improve the efficiency and effectiveness of existing organizational structures further in order to open up innovative paths in research, teaching and transfer.

Continuous further development

The question of appropriate university governance and the design of internal university decision-making processes and action structures comprises academic self-governance and participatory decision-making procedures as well as internal incentive systems, staff management, financial and resource management, or the culture of cooperation.

In order to strengthen a culture of a conscious and appreciative approach to individuality and diversity, the

KU has developed, among other things, a "Guideline for respectful workplace communication in university operations", appointed a prevention officer, and developed "Guidelines of good leadership" in recent years.

The University also made important progress in the further development of a fair and appropriate human resources management: This includes acting more forward-looking when it comes to contract extensions, avoiding short fixed-term contracts and employment agreements, and setting a minimum employment level. The introduction of an occupational health management system, which has been in place since 2019, also helps to promote the well-being of employees and a good working atmosphere.

By introducing and using digitally supported processes, the KU has most recently successfully renewed its system for university controlling in order to be able to approach planning and control processes in a more evidence-based manner. In addition, the University managed to successfully expand on service orientation and employee skills, especially in the field of financial management, in order to maintain the high quality in administrative support of research projects despite a considerable increase in the basic financial resources and the volume of third-party funding.

In addition, there has been a significant increase in construction and maintenance work in recent years. In conjunction with the updating of a university-wide space requirements and inventory analysis, space was expanded through numerous building leases at both locations in Eichstätt and Ingolstadt. The consistent orientation towards the institutional goals of sustainable development has also led to the KU being the only German University to repeatedly be awarded the EMASplus certificate.

One challenge will be to continue the KU's successful financial and resource management in a more difficult environment in the future and to create additional scope for strategically important projects. The acquisition of endowed professorships, donations and other forms of sponsorship will therefore be professionalized further by pooling existing activities, institutionalizing structures for the implementation of fundraising campaigns and developing appropriate strategies. When opening up additional sources of funding, the KU particularly involves its alumni, partners in the region, and donors interested in the KU's objectives.

Self-conception and corporate identity

The KU understands the design and adaptation of governance structures and processes as an ongoing task that can never be considered completed. With the further development of its organizational structures, it aims to anticipate the changes taking place in the various areas of the University's work at an early stage, in order to enable a planned, transparent and cooperative realization of its objectives in the future as well.

Being a value-oriented University, the KU will align its governance even more clearly than before with the central values of its Mission Statement in order to strengthen the reference framework by which the University's policy and its administration can be guided.

The ongoing harmonization of the European higher education area, increasing competition among universities, and the internationalization of the university landscape require the development of an independent, clearly recognizable identity as an important prerequisite for attracting internationally renowned researchers and lecturers in the future as well as for attracting students. In order to convey the University's self-conception and profile to the

outside world in a targeted manner, the KU will therefore systematically develop its corporate identity. A clear overall profile that pools the KU's strengths such as internationality, sustainability, commitment and social responsibility is necessary for establishing a strong identity.

Under the umbrella of the University-wide corporate identity, the KU will also initiate a process at the individual faculties to develop and establish an independent self-conception and identity profile.

Staff and organizational development

An essential prerequisite for successfully communicating the KU's self-conception and profile to the outside world is that employees can identify with their University: All University members should have good reasons to identify with the KU as an excellent, value-oriented University and to communicate this confidently both internally and externally.

Against this backdrop, the promotion of a responsible and performance-oriented employee culture should in future go hand in hand with the establishment of an expanded internal University culture that is grounded in participation: In particular, research support staff should be given more options to independently contribute creative ideas and their innovation and problem-solving potential to the University's further development.

In order to ensure the promotion and development of the individual potential and strengths of all employees, the KU will systematically integrate and expand existing staff development measures into its HR processes as part of a holistic human resource management approach. This includes, among other things, targeted training of managers on the basis of the Mission Statement and in accordance with the new KU Leadership Guidelines.



Part of the targeted staff development program, which aims to promote individual strengths, will be a modular training program that defines the most important skill areas for employees on a needs-oriented basis in dialog with managers. In any case, the ongoing transformation of the world of work requires increasingly self-directed, individualized learning that is geared to current developments. By actively designing career paths

and talent management, the KU will identify, develop, and prepare promising young professionals for future roles in the University administration.

The objectives in the area of staff development also include increasing diversity within teams of the various work areas and departments. To this end, the University will develop measures that will lead to a significant increase in the inclusion and integration of people with disabilities or with a migration background when advertising vacancies, during the application process, and in internal qualification. The Staff Representative Committee (MAV) will play an essential role in these processes.

Digitalization of the University administration

Discussions that have taken place in recent years about a European General Data Protection Regulation and new

legal regulations, for example for e-governance, show that digitalization is increasingly permeating all areas of university administration. In line with the requirements of a modern university administration, the KU is therefore striving to further increase efficiency in the future with regard to its administrative processes and with a view to university-wide project and process management. This further development will include comprehensive digitalization of all service processes – starting from electronic procurement and invoicing to digital business trip applications and the introduction of a uniform management system for all University documents.

In addition, the KU will integrate its university controlling processes into a holistic approach, among other things by implementing new instruments for controlling, in order to enable the University Management, faculties as well as central institutes to carry out continuous and differentiated, goal-oriented university management processes. Among other things, corresponding key performance indicators are being developed for this purpose.

Incorporating the impulses of the Bavarian Higher Education Innovation Act will promote new, innovative university structures as well as a more agile working culture in the scientific field. The testing and establishment of such new forms of governance will be particularly successful in the context of the School of Transformation and Sustainability.

In addition, the KU aims to expand its expertise in project planning, monitoring and supporting specific large-scale projects, especially for future pioneering IT and digitalization projects, but also across departments with reference to major projects in research, teaching and transfer.





CHAPTER 6

Internationalization

Researching and studying worldwide

The KU welcomes guests from all over the world and attaches great importance to its cosmopolitan academic campus culture. Only as an internationally outstanding University can it fulfill its mission in teaching, research and transfer. Its focus on worldwide collaboration opportunities provides students with excellent study programs and prepares them for an increasingly globalized job market. It also offers researchers highly attractive working conditions thanks to its international profile and global networking. Internationalization is also an element of the KU's Third Mission strategy, making contributions in the context of intercultural understanding, social responsibility, and global solidarity.

The processes of internationalization are jointly supported by all members of the University – students, professors, academic staff and research support staff alike. At all levels, KU employees understand the promotion and implementation of internationalization across different occupational areas and faculties as one of their core tasks. The interplay of close interdisciplinary cooperation on a cosmopolitan campus with broad international networking

that facilitates new ideas, intercultural experiences and global perspectives, forms an important prerequisite for the KU's special profile as a place of research, study and work, as well as for successful cooperation with partner organizations in the global dialog of the regions.

Unique international network

With more than 300 partner universities in 65 countries, the KU has an excellent global network, even compared to large universities. Proof of the KU's internationality are international research groups and research cooperations, international working groups and journals, institute partnerships, numerous international visiting professorships, visiting researchers as well as scholarship holders who research, work and study at the KU in various funding lines. Through the Center for Latin American Studies (ZILAS) alone, the KU maintains around forty partnerships in Latin America – a focus of international networking that is unique in Germany. The Collegium Orientale, an ecumenical institution that promotes interdenominational exchange, also makes a significant contribution to the KU's broad international network.

With its International Office, the University has a professional and service-oriented contact, coordination, and organization center that pools all activities related to internationalization and arranges tailored international partnerships with different institutions. Based on its broad network of partners, the KU also offers a variety of funding opportunities for the international exchange of researchers, for example within the network of Catholic universities and other partner universities.

The award of the Henriette Herz Prize, presented to the KU in 2020 by the Alexander von Humboldt Foundation, honored the University's innovative concept for recruiting international early-career researchers.

The expansion of international partnerships supported by the International Office has created ideal framework conditions for student mobility in recent years. In order to best prepare its students for living and working in a globalized world, the KU also teaches them to think and act globally. Numerous Bachelor's and Master's degree programs with optional or required semesters abroad as well as those concluding with international double degrees – such as the German-French degree programs – contribute to this. With the systematic expansion of the range of English-language courses and the establishment of degree programs that are taught completely in English, another important element of the internationalization strategy has recently been realized.

Cosmopolitan campus culture

Key profile elements of the KU, such as social responsibility, sustainability and the individual promotion of talent and potential, are becoming increasingly important in higher education policy worldwide. It is the KU's declared aim to further intensify its efforts in the area of internationalization. To this end, the University will continue to systematically

expand its partnerships with universities worldwide, strengthen global development cooperation with partner organizations, and promote sustainable international mobility for all groups of people – for example, through Green Erasmus, with a special focus on non-professional academic staff. It will also intensify strategic collaboration with the world's major Catholic universities within the Consortium of Catholic Universities.

As part of its degree program offer, the KU will introduce international "tracks" in certain programs to provide English-language access to its study offer for students worldwide. At the same time, it will embrace innovative digital and hybrid teaching-learning formats as an integral part of its internationalization strategy in order to open up more opportunities for disadvantaged groups in particular to participate in the University's study programs, regardless of their location, through more sustainable and crisis-proof accessibility. In order to further strengthen its cosmopolitan campus culture, the University will also develop a language policy concept for internationalization and the promotion of multilingualism at the University and gradually put it into practice.

With these measures, the KU aims to further establish itself as a globally excellent networked and cosmopolitan University with its name, profile and Mission Statement in order to be perceived and chosen as a target institution by more international students.

Acquisition of international researchers

A wide range of international partnership projects already exists in the field of research across all KU departments, which will be expanded further in the future. Building on this, the University will increase its efforts to attract more international researchers to the KU. The tenure-track



procedure in particular allows our University to appoint highly qualified early-career scientists. In addition to attracting first-class international academic staff, making stays abroad more flexible for academic and administrative staff alike will become increasingly important in the future.

In addition, the continuation and expansion of the opportunities created by the global service-learning project "Uniservitate" to integrate innovative engagement programs into the curriculum will contribute significantly to

anchoring the KU's engagement offerings more firmly in an international network.

Studying in a global network

In order to become even more attractive for international students, expanding the English-language course offer and introducing further double-degree and joint-degree programs will be of particular importance in the years to come. The KU will provide appropriate support for



promising initiatives at faculty level. Efforts are being made to establish an interdisciplinary English-language Bachelor's degree program in the humanities, cultural studies, and social sciences. At the same time, the KU will make its German-language study programs more visible abroad, especially in Latin America and Eastern Europe. In addition, the University will increasingly develop short-term formats for international students.

In the future, the expansion of intercultural skills will be effected equally by the students as well as by the faculties and academic and research support staff. School teachers, in particular, increasingly need to deal with culturally diverse learning groups – a task they can do better justice to if they have acquired intercultural skills themselves during their training. This is why the KU will in particular focus on the internationalization of teacher education.

To increase its international competitiveness and visibility for students, the Ingolstadt School of Management aims at being accredited by the Association to Advance Collegiate Schools of Business (AACSB). In order to be accredited, the faculty undergoes a quality and preparation process lasting several years. In addition, the entire University will increasingly participate in international rankings in the future.

As part of its global responsibility, the KU will also increase its outreach to talented young people in regions where access to higher education is difficult due to war and displacement. The Learning Facilitator certificate program, which offers women and men from countries such as Afghanistan, Myanmar, Sri Lanka, Malawi and India the opportunity to train as teachers through a combination of online courses and face-to-face mentoring in collaboration with the program “Jesuit Worldwide Learning”, continues to expand.

International visibility

The KU's internationality has always been documented by close cooperation with partner institutions in various regions around the world. Latin America will remain an important focus area for the University. In addition, as part of the expansion of its internationalization strategy, the KU will increasingly approach cooperation with partners on the African continent.

To this end, it will seek strategic partners for long-term cooperation in order to create stable conditions for a broad and diverse exchange in research, teaching and transfer. To achieve these goals, the KU is establishing, among other things, strategic international marketing that defines specific target regions and groups. In addition, it pools measures such as participation in trade fairs, the creation of information and advertising materials appropriate for specific the target group, content marketing, and the involvement of international alumni.

The implementation of internationalization goals requires increased administrative support and smooth enrollment processes: To ensure excellent support for international students and academic staff, the KU is therefore optimizing its administrative processes, promoting the intercultural and linguistic skills of its staff, and expanding its bilingual administration and welcome services.

Within the framework of the audit "Internationalization of Higher Education Institutions" of the German Rectors' Conference, the KU will conduct a status assessment of its internationalization measures by 2025 and develop an institutional internationalization strategy based on this assessment.





CHAPTER 7

Location development and infrastructure

Studying and researching in the heart of Bavaria

The KU currently has two campuses in Eichstätt and Ingolstadt, located between the metropolitan regions of Munich to the south and Erlangen-Nuremberg to the north. Seven of the eight faculties are located in Eichstätt. The business and economics faculty, the Ingolstadt School of Management, is located in the city center of Ingolstadt.

Eichstätt is one of the most livable and family-friendly municipalities in Germany and is one of the few small towns that has a University. With its approximately 5000 students, the University dominates the cityscape. The population and KU members have grown close together over the decades and hold each other in high esteem. Ingolstadt is a young metropolis with an excellent development of economic power, employment and quality of life. The city offers researchers and students an attractive urban environment. Locally, the KU is integrated into a dense network of international automotive industry, regional economy and a start-up and digitalization landscape that is unique in Bavaria.

The University attaches great importance to preserving and further strengthening the special quality of its locations by helping to shape an attractive working and higher education environment. In doing so, it aims to provide all University members with high-quality facilities for research, teaching, and transfer – including an up-to-date digital infrastructure, outstanding library and source collections, and diverse places for exchange and encounters that guarantee ideal conditions and short distances for collaboration.

Good preconditions

In recent years, the KU has systematically worked on its visibility and its integration into the region and has been able to make significant progress in this respect, which has had a very positive impact not only on the development of the region but also on the development of its own sites in Eichstätt and Ingolstadt. Numerous additional buildings were leased in Eichstätt and Ingolstadt to meet the increased demand for space resulting from the University's growth. With regard to the accessibility of buildings and rooms, the University was able to take important steps towards realizing University-wide accessibility:

Accessibility is now guaranteed at both KU campuses in many places, though not yet in all.

By setting up new server rooms, the University has recently also been able to lay the foundations for forward-looking digitalization at its locations. The fundamental realignment of its IT infrastructure makes a significant contribution to providing security, stability, cost-effectiveness and efficiency for further digitalization processes.

The KU's sustainability management enables all University members to work and study in a sustainable place of work



and life: Energy-saving initiatives and effective resource management are areas in which the KU is setting an example nationwide.

Unity of the University

A special feature of the KU is that its two locations in Eichstätt and Ingolstadt are about 30 kilometers apart. In order for the University to be perceived by all its members as a single entity more than it has been in the past, the KU is striving to link the two campuses more closely together. A particular challenge here is the further optimization of the transport connection, for which the KU will work particularly hard. It is equally important to improve the unity of the University by strengthening the "we" feeling of all KU members through collaboration across all faculties or through cross-site study programs and events.

Attractive locations

In order to further increase the attractiveness of its study locations in the coming years, the KU will create more agile and creative teaching and learning environments – for example, by establishing creative spaces or co-working spaces – and improve the quality of stay in these spaces, especially for students. The excellent offers and services of the University Library as a place for working, meeting and communicating at the KU will be advertised even more intensively. In the future, the newly planned "Outdoor University" will be firmly integrated into the portfolio of innovative spaces for working and learning.

The new Future Campus in Ingolstadt will be a beacon. With the use of the modernly equipped *Georgianum* as well as the *Hohe Schule* in the heart of the city center, the KU will give the topics of sustainability, ethics and digitalization innovative and interdisciplinary spaces for

research and work. The future School of Transformation and Sustainability and the Science Forum will be located here. New forms of university governance, participation, and inter- and transdisciplinary collaboration among different players will be systematically supported in both buildings through the envisioned spatial innovations.

The KU will continue to build on its image as a University with a high-quality campus with a building stock, ranging from baroque to postmodern, that features a wide architectural variety in a confined space and a high proportion of monuments. In order to preserve the valuable building stock, it is establishing a comprehensive redevelopment strategy for both University sites for future building use. In the further development of its sites, it will also continue to successively implement accessibility so that in the future, as far as possible, all areas can be used without restriction by persons with impairments and chronic illnesses. In particular, structural accessibility is the KU's goal in all areas.

Beyond the further development of existing sites, the KU will in future examine the development potential resulting from the possible establishment of additional sites.

Digital Campus

The KU will continue to promote the digital transformation of its sites. For example, it will expand the digital infrastructure of seminar and lecture rooms across the University with a view to achieving a uniform standard. The use of immersive learning platforms and the increasing use of IT and AI tools for studying and teaching are not intended to replace the physical University campus, but to enrich and complement it in a balanced interplay of analog and digital teaching-learning formats.



The introduction of a "KU app" will make central information and functions available in a user-oriented manner via a mobile interface. Many of the KU's services will gradually be available in a mobile app – from the news feed and campus navigation to schedules, exam results, and the canteen menus. Furthermore, increased digitalization will also create expanded opportunities for making scientific data available to other researchers or to the general public as part of education and event offerings. In order to make this possible, the KU will continue to expand its digital research infrastructure in the coming years. Simultaneously, the digitalization of the University Library is being consistently advanced, for example by expanding the range of e-books and by improving the transparency and accessibility of the e-media offer.

In cooperation with the University administration and the KU Computer Center, the University Archives will finalize and gradually implement the concept for long-term electronic archiving.

The creation of a virtual archive will also make appropriate sources, such as those of broad interest, publicly available.



Spaces for student commitment

By promoting the involvement of students in the context of teaching, but also beyond that, student initiatives have been able to develop a wide range of activities in recent years that contribute to the success of urban and regional coexistence. The KU will make every effort to continue to systematically support and promote student commitment in the future. The ensuing increased spatial requirements that have already become evident in the past will be met in the future by expanding multi-purpose and office spaces for the commitment of student organizations.

The University will provide its students in Eichstätt with a new, well-equipped "Studihaus", which will offer space for meetings of the Student Representative Council and for events of working groups, divisions and student councils. The KU will work to ensure that the traditional bar "Theke" is preserved as a place to meet, experience culture and celebrate, and that in the future it will be managed by students and alumni under their own responsibility. Likewise, the Ingolstadt campus will provide space for student activities.

University pastoral care

The University pastoral care has the aim of providing opportunities for members of the University community to shape their lives at the KU through faith. This is made possible in ecumenical cooperation between the Catholic Campus Ministry and the Protestant University pastoral care as well as the Collegium Orientale. The University communities in Eichstätt and Ingolstadt are places of encounter in many ways: through spiritual offerings as well as through joint events, activities and initiatives. The pastoral workers offer counseling and are available to assist in times of personal need, illness, or the death of a loved one. An

interreligious space for worship will be open to believers of all religions and denominations in the future.

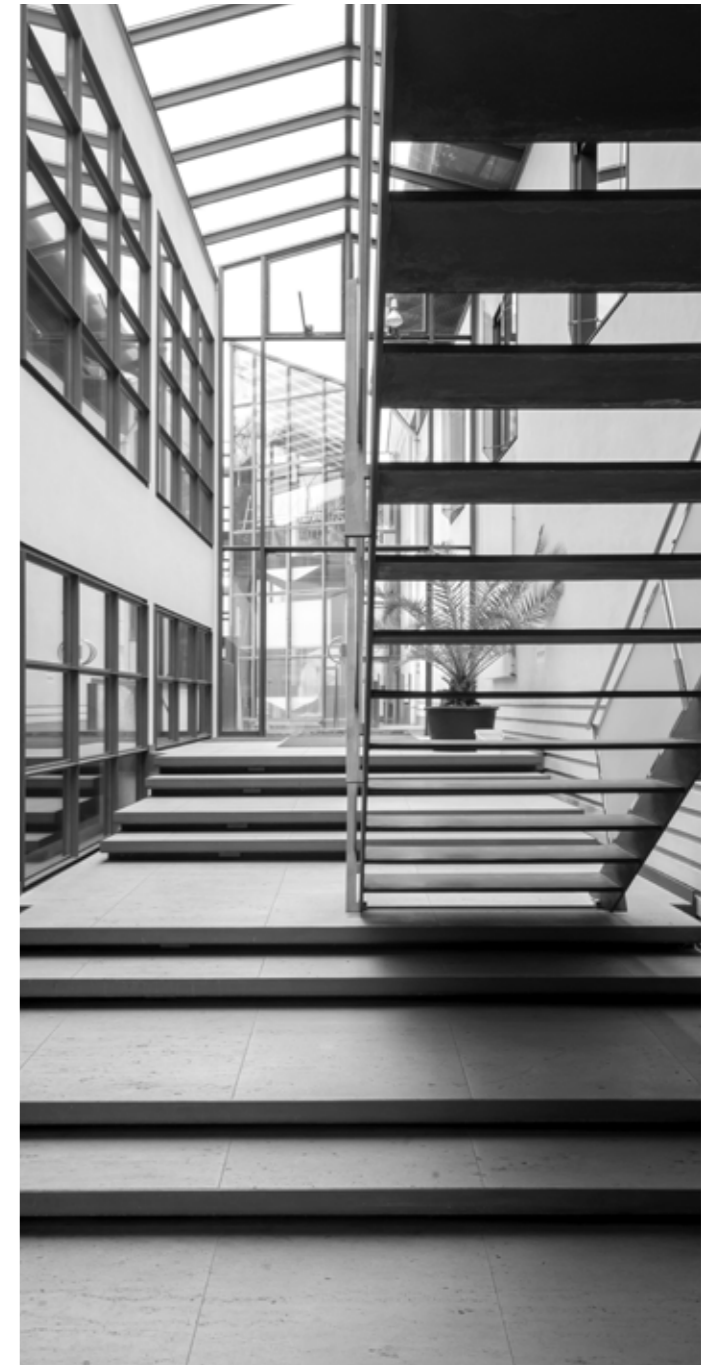
City administrations and the University

The exchange and cooperation between political leaders in Eichstätt and Ingolstadt and the University Management has been very close for many years. As part of the nationwide "Engagierte Stadt" network, the KU and the city of Eichstätt have been able to intensify their cooperation since 2021 and jointly promote civic engagement among the population and among all KU members. Joint applications, projects and events as well as cooperative theses characterize the close collaboration.

In order to better connect urban development and cross-regional knowledge production, in which the University is directly involved as a research institution, the KU will create further contexts for regular interaction between the two cities and the University. The goal is to promote urban development through mutual, transdisciplinary exchange and greater mobilization of knowledge resources of all parties involved.

The KU is also developing its sites further to facilitate dialog with the regional population. Measures to this end include, amongst others, the use of new locations in the urban environment such as the *Georgianum* – also to integrate the Ingolstadt Science Gallery into the newly emerging Science Forum. The further development and increased visibility of the Jura Museum in Eichstätt is also being pursued.

In close cooperation with the city administrations of Eichstätt and Ingolstadt, the University seeks to establish a location marketing for the two cities that are home to both science and studies.





CHAPTER 8

Sustainability

Responsibility for global and intergenerational justice

The KU is strongly committed to the guiding principle of sustainable development. It understands sustainability as a central profile element of the University and as an integral part of its activities in research, teaching, transfer and administration in order to contribute to a climate-friendly social development in co-responsibility for creation.

It understands sustainable development as an ecologically, economically and socio-culturally balanced development that actively takes into account global and intergenerational justice within the world community with regard to resources and the quality of life of future generations.

The orientation towards sustainable development anchored in the KU Mission Statement is based on the global Sustainable Development Goals (SDGs) adopted by the United Nations (UN) in 2015 and their continuation in the nationwide sustainability strategy.

Awarded for sustainability

Since 2010, the KU has achieved considerable successes in the cross-cutting task of "sustainable development". With its second ten-year overall sustainability concept, it is one of the few pioneers in Germany to align the development of the entire University with the global sustainability goals in the sense of a whole-institution approach. To this end, the University's comprehensive sustainability activities are implemented across six action areas: Research, Teaching, Transfer, Governance, Campus Management, and Student Initiatives and Commitment. The results of the measures have been documented in an annual sustainability report since 2012. The Green Office, the sustainability office at the KU, is an important intersection for all KU members who are active in the field of sustainability and the interested public in Eichstätt, Ingolstadt and in the entire region 10.

Since 2016, the University has repeatedly been awarded the distinction of "exemplary place of learning" by the German Federal Ministry of Education and Research and the German Commission for UNESCO as part of the UN Global Action Programme on "Education for Sustainable Development" for its diverse sustainability activities. In 2017, the KU was

recognized as a Fairtrade University. In summer 2019, the KU became the first University in Germany to undergo an external evaluation of its overall sustainability concept. Since then, the KU is currently the only University in Germany whose overall concept has been evaluated and awarded the ambitious EMASplus certificate.

Responsible University

In the coming years, the profile element of sustainability will be consistently and collaboratively developed further within the six action areas mentioned above, especially in research, teaching and transfer, but also at their interfaces. The KU's sustainability efforts, which are supported by numerous players in all areas, are thus made even more visible and are characterized by regional, national and international networking and cooperation. All KU members understand sustainable development as a highly relevant cross-cutting task.

In order to credibly live up to its self-conception as a responsible and sustainable University, the KU will work towards becoming CO₂-neutral university-wide by the end of 2025 within system limits to be determined. In the sense of a socially responsible University, the KU's activities also have a transformative effect in the direction of sustainability on broad sections of the regional population and in supraregional forums.

In the future, the KU will align all University development measures even more strongly and systematically with sustainability goals. The further development of sustainability as a central profile element of the KU will require a broad understanding of sustainability in order to include focus areas and interfaces between different action areas, for example in the social sector, in a more targeted manner and to establish a university-wide culture of sustainability.

In order to be able to coordinate sustainability measures in an even more collaborative and efficient way, the structures for this are being reorganized. The areas of responsibility of the sustainability officers and the sustainability committees will be more clearly defined. In this way, the KU wants to ensure that the whole-institution approach is reflected even more clearly in the sustainability structures and that the faculties in particular are more closely involved.

The KU sees the networking of sustainability experts at the KU with stakeholders at other universities as an added value for the common task of improving the framework conditions for sustainability at universities in general. In addition to its membership in the German Society for Sustainability at Universities (DG HochN), the KU is therefore also participating (initially until 2026) as a sponsoring University in the Bavarian Center for Higher Education and Sustainability (BayZeN).

Research for sustainability

Sustainability is an interdisciplinary research topic that is broadly anchored in all faculties at the KU. Newly gained knowledge systematically contributes to shaping coexistence with nature in a good way. In order to take into account the complex interrelationships and challenges that arise between humans and their environment, the findings of the humanities and social sciences as well as the natural sciences will be linked even more closely in the future. Institutions such as the School of Transformation and Sustainability will support the pooling of activities in the field of sustainability research much more strongly than before.

By introducing a research database, research successes in the field of sustainability will also be better documented and made visible. Professorships that have sustainability in their name are an institutionalized



expression of the increasing relevance of the topic for research. In the case of new professorships, the profiles are therefore specifically examined with regard to a possible focus on sustainability.

In the years to come, the societal transformation towards sustainability will also be one of the core topics at the Ingolstadt Future Campus, which will function as a University-wide platform for interlinking research, teaching and transfer with reference to solving specific societal challenges from 2023 onwards. By continuing to pool

research activities related to the broad range of sustainability issues, the KU is working intensively to be represented in relevant regional, national, and international research programs and sustainability networks.

Skills for shaping sustainable development

Linking sustainability research with teaching is of utmost importance. The KU considers students and alumni to be key shapers of sustainable development. It therefore advocates that education for sustainable development as well

as imparting skills for shaping the future be implemented as an integral part of teaching throughout the University, if possible in all courses of study. In its degree programs, the University thus enables its students to develop the forward-looking ability to recognize and assess opportunities and challenges of sustainable development, to develop solutions in cooperation with others, to plan their implementation collaboratively, and to take appropriate account of conflicting goals in order to be able to act responsibly in their living and working environments.

In doing so, specialist knowledge must be combined with an attitude of values, communicative skills and the ability to solve problems in a participatory manner. In this context, the role of cultural and religious resources and horizons for processes of sustainable development will also be considered.



This can be implemented in existing degree program concepts by considering sustainability topics at module level. The skills relevant for shaping processes of sustainable development should be addressed more intensively, particularly in teacher training programs and in continuing education for university lecturers. In addition, attractive study programs are being developed in various faculties, in the form of continuing education concepts as well as in the form of (interdisciplinary) study programs related to sustainability or education for sustainable development.

The KU's goal is to ensure that all students come into contact with sustainable development and/or education for sustainable development in the course of their studies through the University-wide anchoring of sustainability offerings. In addition, the KU aims to be known and intensively sought after by the general public as well as by companies and municipalities as a recognized point of contact for high-quality continuing education and training courses in the field of "Education for Sustainable Development".

Becoming active in transformation processes

Many members of the University develop new ideas and approaches for the preservation of creation and the shaping of a future worth living. Here, too, the KU aims to build bridges between science and society by providing knowledge itself through its research activities that is necessary for shaping sustainable development, and at the same time by taking up impulses and issues from the non-university environment in research and teaching. Due to its profile and skills in the field of sustainable development, the KU aims to establish itself even more strongly than before as a partner for social and scientific players outside the University in the future.

To enhance its transformative social impact, the KU will permanently establish the Green Office, founded in 2020, as a central point of contact and knowledge platform for the University's internal actors and the general public. At the University, the Green Office promotes networking among all KU members, especially students, who are engaged in sustainable development issues through a wide variety of initiatives. Student participation in the sustainability process is essential to the University. The Green Office, the Sustainability Office, as well as scientific institutions, serve as central hubs that the KU uses to network with partners in society, politics, business, education, and culture in the region and beyond on the topic of sustainability.

Indicators and visibility

In order to make the progress of sustainability efforts more transparent, the KU will develop an indicator system to measure them in the future. In doing so, the University takes the global Sustainable Development Goals of the United Nations as a benchmark, in order to be increasingly compatible with international sustainability rankings.

On the basis of the developed indicators, the KU also undertakes to have its ecological, social and economic impacts regularly reviewed in the future, to dynamically adjust its objectives accordingly and to continuously optimize the measures for achieving its objectives in order to use the resources at its disposal responsibly and efficiently. In the future, a particular focus will be on exploring the intersection of sustainable development and digitalization. Through a variety of communication formats as well as the KU's membership in relevant networks, the visibility of sustainable development successes is to be increased both internally and externally.





CHAPTER 9

Equal opportunity and diversity

Gender equality and parity

In its Mission Statement, the KU has defined the key objective of achieving gender equality across all its facilities and in decision-making processes.

In order to achieve this goal, the University has implemented a number of measures over the last years: In 2015, the KU presented an Equal Opportunity Concept for the first time, which analyzed the equality of women and men among the academic and research support staff and formulated equal opportunity policy goals. The KU's Equal Opportunity Concept was updated in 2018 as part of its application for the *Professorinnenprogramm III* (female professors program) of the German federal and state governments to promote equal opportunity for women and men in science and research at German universities. Since 2022, a Gender Equality Plan has provided information on various topics reaching from the structural anchoring of equal opportunity at the KU, staff and financial resources for equal opportunity work, central offers in the area of equal opportunity, equal opportunity and gender research within the teaching practice and continuing education, the monitoring of equal opportunity-related data, and the prevention of sexual harassment.

The women and equal opportunity officers of the KU, the individual faculties and the Student Representative Council support the University in fulfilling its task of enforcing actual equal opportunity for women and men. The KU Women and Equal Opportunity Officer will be involved in any and all matters of the Presidium concerning her field of action and shall report on the current situation of equal opportunity for men and women to the Senate in regular intervals.

Shaping the profile and raising awareness

In the future, too, the KU will continue to explicitly commit to advancing equal opportunity in careers and higher education. In accordance with Art. 22 (1) of the Bavarian Higher Education Innovation Act, it not only takes gender equality into account as a guiding principle in the performance of its tasks, but also specifically promotes the actual implementation of equal rights for women and men through various measures.

In this context, the KU aims to improve the representation of women at all qualification levels in the long-term, especially in subjects in which they are still underrepresented. The proportion of women in professorships is to be increased



basis in order to give the promotion of female early-career researchers at the KU a stronger profile and a clearer structure. The KU is also planning on applying for funding in the newly announced *Professorinnenprogramm 2030* as well. In view of this, the KU's Equal Opportunity Concept is currently being revised.

In order to ensure gender-equitable staff selection at all levels, it makes sense to create greater awareness for the topic among managers in the academic as well as in the research support sector and train them accordingly. The KU will provide appropriate offers for this, for example as part of an "on-boarding" program for new employees. The Women and Equal Opportunity Officer of the University, the faculties, the research support staff and the Student Representative Council support and advise the University in this regard and are responsible for a number of measures promoting gender equality and their monitoring. The actual improvement of gender equity is a cross-cutting task for all members of the University.

Social and cultural diversity

The coexistence of people of different religions or world views, nationalities, ethnic, cultural or social origins, health, sexual orientation and age is actively practiced at the KU. The University considers the diversity of the people who research and teach, study and work at its locations in Eichstätt and Ingolstadt to be a valuable asset. The declared goal is to protect all members of the University from discrimination and enable and support them in developing their individually different talents and potentials in the best possible way and to be successful in their studies or careers.

The KU is setting up a Diversity Working Group that will carry out an assessment of the status quo and develop further strategies for the actual implementation of greater



diversity. The working group is to provide advice to the University Management with the goal of implementing a diversity-responsive organizational structure and culture at the KU. In this context, the University will cooperate with the municipalities and city administrations at its locations and with partners in the region.

In the future, the KU will emphasize the benefits of diversity-oriented teaching more strongly and make learning more individual and flexible in order to improve learning outcomes as well as successful courses of study, for example by expanding part-time courses or blended learning formats.

In research, teaching and transfer, the KU will also contribute to deepening knowledge on the social and cultural significance of diversity, strengthening appreciation for diversity, supporting those affected by discrimination and, together with others, assuming responsibility for creating increased equal opportunity for all. The "Guideline for respectful workplace communication in university operations" that was adopted in 2021 contributes to an appreciative interaction of all University members in mutual respect for the personality and dignity of fellow human beings and indicates which assistance can be expected by persons possibly affected by discrimination.



CHAPTER 10

Family friendliness and inclusion

Open University

The KU considers family-friendliness and inclusion to be important components of its Mission Statement and is deeply committed to realize a healthy balance between studies, research, career and family. Being a value-oriented University, it attaches great importance to a conscious, appreciative and respectful approach to diversity and individuality. In this context, it pursues the approach of an "open University", which considers the realization of socially and culturally equitable conditions of access and participation as fundamental to successful collaboration in research, teaching, transfer and governance.

In order to live up to the principles of the KU's human-centered Mission Statement, the University creates conditions that enable excellent research, study and work for people with family commitments as well as for people with disabilities, chronic illnesses or divergent cultural experiences. It supports its students and employees in all phases of life and qualification to lead a good life in and with their families as well as integrated in an appreciative exchange with colleagues.

Family-friendly University

The KU uses its membership in the network "Family in Higher Education" to share the experiences of other universities and to systematically develop standards for more family-friendliness. The Center for Marriage and Family in Society (ZFG) supports and promotes the goal of family-friendliness at the University through research and transfer projects in the state, church and society.

Existing measures such as advisory services for employees and students with family commitments, a family-friendly campus infrastructure, and offerings for children of University members will be continuously expanded in the future. The KU cooperates with facilities in the region at its Eichstätt and Ingolstadt campuses to make it easier for students and employees to find childcare. Supporting students and employees with caregiving responsibilities will require more attention in the future.

In order to enable student parents to take on family responsibilities alongside their studies, more regulations for students with children should be integrated into the study and examination regulations, for example in the

form of part-time study courses or through flexibility in registering for modules. Family-friendliness also includes consideration of teaching staff members' family obligations



when scheduling classes, as well as family-oriented meeting times for committees in academic self-administration. Newly appointed professors are supported in ensuring that their partner can also pursue his or her career prospects after moving to a new location (dual career). Making working hours more flexible or offering the option of telecommuting or working from home as part of service agreements for research support staff can make everyday family life easier.

Strengthening inclusion

In the area of inclusion, the University intends to anchor the perception of this cross-sectional task even more firmly in its structures and processes. The KU strives to provide support on many levels for employees and students with disabilities and permanent or temporary chronic illnesses to overcome barriers and achieve their goals in their studies and careers.

Improving the working and qualification conditions for people with impairments and chronic illness is an explicit goal of the University. Where barriers prevent self-determined participation in work and study, individually appropriate provisions must be made to ensure equal opportunity conditions. In addition to the ombudspersons and representatives at University level, also contact persons at faculty level should represent the affairs of people with impairments and chronic illness in the future.

Explicitly, in light of these objectives, the KU seeks to increase diversity on teams working in the University administration, amongst others by inviting and encouraging people with impairments to apply for positions in the research support sector. In the future, the KU will establish family- and diversity-conscious management concepts even more strongly than before.



Image credits

Architecture at the KU is both traditional and modern. Many facilities are housed in historic buildings that have been successfully renovated, converted and supplemented with modern elements in an award-winning manner tailored to the needs of university use. Diocesan and university architect Karl-Josef Schattner (1924-2012), who has set architectural standards to this day and shaped the cityscape with his work, determined by the sensitive harmony between the old and the new, had a pioneering effect on the Eichstätt campus. However, his successor Karl Frey (*1943) as well as the architects Günter Behnisch (1922-2010), Josef Elfinger (1911-1988), Norbert Diezinger (*1952) and for the Ingolstadt campus, Wilhelm Kücker (1933-2014), Michael Stößlein (*1958) as well as Bernhard Heid (1930-2002) should also be mentioned.

Subjects

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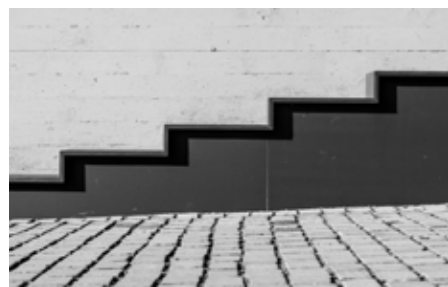
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Publisher's information

Published by

Prof. Dr. Gabriele Gien, President of the Catholic University of Eichstätt-Ingolstadt

Source references

Chapter 1 refers to the following sources:

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Published in August 2023.



