

Erasmus Policy Statement 2021-2027

Erasmus ID Code: D BERLIN46

ESMT Berlin's international strategy

ESMT Berlin aspires to be the most international business school in Germany - and the most international German business school worldwide. The school is ranked by the Financial Times as the #1 business school in Germany, and among the top 10 in Europe. Internationalization and corporate connections are at the heart of the strategic agenda of the school. The school offers postgraduate (MBA, EMBA and Master's) programs and executive education to participants from more than 60 countries, and targets international markets in all its programs. It has a core faculty of 15 different nationalities. Furthermore, ESMT works closely with other international business schools and scientific institutions in various areas. The school has clear strategies to drive its international agenda. In particular, it is the school's mission to develop outreach programs to enhance global learning opportunities for students. Additionally, the school seeks to continue implementing innovative learning and teaching methods, particularly in the area of digitalization. It recently launched a part-time MBA in business innovation delivered in a blended format.

ESMT has a strong focus on diversity of its students and faculty, international outreach, and research quality. While the student body is already very international, it is essential for the students to gain experience abroad, to build diverse cultural and business competences and to improve foreign language skills in preparation for their careers. Therefore, partnerships with international academic and business partners are central to our strategy.

Students at ESMT receive several opportunities that ensure that by the time they graduate, they will have a responsible international outlook. ESMT acknowledges that internationality does not stop at the campus gates and considers the number of international opportunities offered to students on each program to be a reasonable metric.

There are currently international opportunities for all degree program students, which will be significantly enhanced by participation in the Erasmus program.

Master in Management (MIM) students are encouraged to pursue one or more options from: (1) Global Network Weeks; (2) the Responsible Leaders Fellowship; (3) the team-based Social Impact Project, a seven-week assignment offshore working with social enterprises or NGOs; or, (4) term-long exchanges with other business schools in our network (Imperial College London, IE Business School, Singapore Management University and Queen's University, Canada). ESMT Berlin offers the opportunity to participate in a Double Degree Program with the Yale School of Management. It is part of our internationalization strategy to expand collaborations for dual and double degrees in Europe and beyond. Participation in the Erasmus program will allow us to significantly improve the level of exchange provision across our entire Master's portfolio of programs.

Executive MBA students participate in three core international management modules that constitutes 25 percent of the credit requirements for the degree.

Full-time MBA students have five options to choose from: (1) a global network week with a partner school in the Global Network for Advanced Management; (2) a two-month consulting project with offshore companies; (3) the Responsible Leaders Fellowship Program with a social impact organization in an emerging economy; and, (4) the opportunity to extend their program by six

months to participate in the China program at the Guanghua School of Management, Peking University.

ESMT is a member of the Global Network for Advanced Management (GNAM) executive education group - where the ESMT president holds a vice-chair position - and the International University Consortium for Executive Education (UNICON). Both platforms help us to attract further international partners, but being a participant in the Erasmus program is key for visibility and scaling.

The institution's international strategy in executive education is very broad and does not focus solely on a specific region but rather on thematic synergies. Partnership agreements exist with Skolkovo Moscow School of Management, IAE Business School (Argentina), Saint Paul Escola de Negócios (Brazil), SDA, Cheung Kong Graduate School of Business (China), Guanghua School of Management (China), Bocconi (Italy), and with the University of Virginia's Darden School of Business (USA). Again, participation in the Erasmus program will help develop more robust and long-term international partner structures.

Academic and professional cooperation is currently mainly targeted at students at the Master's level (MIM and MBA). However, there are plans to evaluate additional opportunities for mobility and exchange projects targeted at doctoral students as well as staff members. Even though students have the opportunity to go abroad within the existing exchange programs, only few have taken the opportunity. With existing opportunities at hand - for example, the exchange program with the Yale School of Management for MIM students - the demand among the students is high, but most students were not able to take the chance, which is mainly due to a lack of financial means to cover travel and accommodation costs. The Erasmus mobility program would enable ESMT students to choose a stay abroad independent from financial restrictions.

ESMT Berlin's strategy for the organisation and implementation of international cooperation projects within the framework of the Erasmus+ Programme

Participating in the Erasmus+ program will significantly contribute to ESMT's endeavours for modernization and further internationalization in all areas of the school. ESMT received the Erasmus Charter for an initial period of one year (2019-2020) and currently has a pending application for Key Action 1 "Learning mobility for individuals" with specific focus on student mobility (study and internship). This is the area where the school sees the most urgent need now.

Although the school already has a highly diverse student body, it still seeks to broaden its international profile with greater opportunities for exchanges and formal institutional links. While their studies prepare the students for an international career in business and management, it is crucial for them to gain experience in an international context outside of ESMT. This is vital in order to develop international competences and improve language skills to be prepared for international careers. So far, only very few students have taken the chance to get involved in existing exchange and mobility opportunities. This is due both to financial restrictions given the high costs for traveling and cost of living abroad, as well as to a lack of visibility of the school in formal international programs such as Erasmus+. We would like to encourage all our degree students to get involved in study and internship mobility, with the possibility to choose an exchange institution according to their individual interest and profile and not out of financial restrictions. The Erasmus+ student mobility program as well as the student loan guarantee could allow more students to pursue parts of their studies abroad. Erasmus+ would give us the impetus to redesign curricula to make international mobility easier. In the same way, ESMT students can also benefit from incoming students who bring their own diverse backgrounds into the programs. This will strengthen the students' motivation as

well as their international profile and thus contribute to an increase of employability and equal access to higher education.

ESMT is a founding member of the Future of Management Education Alliance (FOME), a knowledge and platform alliance. This was an important step in the internationalization of teaching and learning strategy at ESMT. The alliance consists of like-minded business schools who share the firm idea that online learning should have the same transformational impact as the very best face-to-face courses. Further members are IE Business School in Madrid, Imperial College Business School in London, EDHEC Business School in Nice, BI Norwegian Business School in Oslo, Lee Kong Chian School of Business at Singapore Management University, Melbourne Business School and Ivey Business School in Canada. The output of the collaboration will be new insights, pedagogical models, technologies, and a range of innovative, high quality online courses and degree programs. The objective of the alliance is to act as a catalyst for extraordinary innovation and to be an enabler of digital transformation at each of the partner schools.

A second focus shall therefore be on Key Action 2 “Cooperation for innovation and good practices”. ESMT sees instant potential for development and implementation in existing cooperations such as FOME, which would allow the school and their partners to collaborate in a knowledge alliance. ESMT regards this as the ideal opportunity to strengthen partnerships between higher education institutions and enterprises to promote creativity, innovation, and entrepreneurship. By offering new digital formats, innovative learning experiences, and blended learning opportunities, the school can provide even more flexibility for students while ensuring the highest academic standard. The task of implementing the Erasmus+ student mobility program (KA1) will fall to ESMT’s degree programs department. The student services office, which also performs the traditional functions of an international office, supports both incoming and outgoing students by assisting with issues surrounding enrollment, accommodation, health insurance, linguistic support, and bureaucratic requirements, including visa and residence permit requirements. This office is the main mobility coordinator for Erasmus+ program participants, carries out Mobility+ Tool reporting, and arranges inter-institutional agreements. This office also helps students resolve individual issues that often come up as part of mobility study.

Each of ESMT’s degree programs also has a program office and faculty lead. The program office managers are responsible for creating learning agreements and ensuring recognition of mobility credits for mobility study. They also issue transcripts of records for incoming students. In coordination with the student services office, the program offices will spearhead funding applications and funding management. All involved offices will receive support from the Grants Department concerning funding management and EU funding portal issues.

In terms of strategic partnerships and knowledge alliances (KA2), the interested parties will receive support from various other departments. The dean of degree programs, together with the school’s President, will be responsible for adapting existing partnerships and looking for new academic cooperation opportunities, together with the student services office. They will also further develop international cooperation projects, for example in the areas of blended learning (such as FOME), as well as other knowledge alliances.

During the initial stage after being granted the ECHE, ESMT finds it most realistic to pursue and implement student mobility and develop knowledge alliances. However, for future endeavours in the Erasmus program, the school would also like to evaluate further potential of the Erasmus program. Specifically, ESMT would like to pursue the possibility of both teaching and administrative staff mobility. The school regards lifelong learning as both privilege and duty that it would like to promote among staff and faculty. Learning mobility of staff and faculty will inspire innovations in teaching and administration. Learning from international partners will improve the curriculum, student services,

and other administrative areas with special focus on their modes of learning and communication. ESMT's HR department will encourage supervisors to enable their team members to take part in Erasmus mobility, promote it and provide information on their intranet pages, and support staff and faculty in their endeavours.

An overall impact for ESMT will be an enhanced position of the school as a suitable choice for international students and academics, as well as a conduit for values of social responsibility into the international Erasmus network. An elaborate European and international exchange network will contribute to the growing professional network with different businesses and organizations worldwide. This will help ESMT to strengthen itself as an inclusive, innovative, and connected higher education institution. Ideally, not only the overall quality of the study program and networking can be improved, but also internal structures and governance mechanisms can be modernized by learning from the partners in the Erasmus network.

Expected impact of ESMT Berlin's participation in the Erasmus+ Programme

Our participation in Erasmus+ KA1 and KA2 actions is an important means to further and strengthen ESMT's mission to provide the best possible education for the next generation of engaged and responsible business leaders. From the beginning, ESMT has been an outward-looking institution with a highly diverse faculty and student body. By accessing the resources and network provided by Erasmus+, we hope to strengthen our engagement with our fellow institutions in Europe and around the world and to develop best practices in coordination with them. We will further promote student mobility as a means of broadening the perspectives of outgoing and incoming students and engendering in them values of social responsibility and global awareness.

ESMT Berlin's programs focus on global business. Most, but not all, of ESMT's students come from international backgrounds. In class, they learn the theory of international business and how global organizations work. The curriculum of each program has a significant applied component, both project and internship based. Through the mobility project, we wish to enable our students to experience what they learn in the classroom in an international context. The project will give students (and faculty) the opportunity to experience first-hand how organizations operate in a different (international) context, and to learn the local language. This will enhance the ability of the student to have an internationally mobile career after graduation, and will foster intercultural understanding throughout the duration of her or his career. For ESMT as a school, and for our partners, we will gain in our own programs by admitting a diverse group of exchange students from other partner organizations, and students coming back from these organizations will transfer best practices into our own school that they will have experienced at our partners. Likewise, our partners will benefit from the experiences of ESMT Berlin students and faculty, and perhaps take something from the German way of running a business school.

We hope to promote KA1 student mobility opportunities beginning in the fall of 2020 and to welcome our first incoming students in the months to follow. As our programs continue to grow, we anticipate increased participation in Erasmus+ student mobility programs in the coming five years. We plan to begin staff mobility in 2021, and intend to pursue KA2 partnerships in the 2020/21 academic year.