



## Development Plan of the University of Passau 2023 to 2026



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*Each higher education institution shall compose a development plan and update it at appropriate intervals. The development plan describes the intentions of the higher education institution regarding its structural and academic development; it should be formulated based on a cross-university coordination process. Subject to the approval of the Ministry of State, the development plan is the basis for the further development of the higher education institution.*

*Article 14(1) sentences 2 to 4 Bavarian Higher Education Act*

## Foreword

The present „Development Plan of the University of Passau 2023 to 2026“, a requirement under the Bavarian Higher Education Act, was proposed by the Extended University Executive and adopted by the University Council of the University of Passau on 14 December 2022.

The Bavarian Higher Education Innovation Act (BayHIG) came into effect on 1 January 2023, superseding the old Higher Education Act and thus also replacing the development plans – namely with the framework agreement and the higher education accords. Nevertheless, the University formulated and adopted the present development plan with the greatest care and with the involvement of all stakeholders. Starting from the status quo, it outlines the framework for the future development of the University of Passau, and as a roadmap for the University’s strategic development, it will guide the strategic decisions of the University and will continue to be updated in the future.

The university development plan was drawn up in a collaborative effort, where all stakeholders were to be taken into account; it is the result of many spirited contributions and discussions. In future, the development plan will also be submitted to the University Council in its draft stages.

Its supporting pillars are the faculty development plans of the Faculty of Law, the Faculty of Business, Economics and Information Systems, the Faculty of Arts and Humanities and the Faculty of Computer Science and Mathematics. They all make key statements on the following topics:

- Teaching, study programmes and internationalisation
- Research, early career researchers and internationalisation
- Knowledge and technology transfer
- Diversity, gender equality and family friendliness
- Organisation and administration

This basic structure was retained and supplemented by a perspective focusing on the cooperation between administration and academia. This was embedded in an appropriately

weighted overall university context with the following chapters:

- Teaching, study programmes and programme development
- Research; early career researchers
- Knowledge and technology transfer; professional development
- Diversity, gender equality and family-friendliness
- Organisational competence and resilience
- Internationalisation

Infrastructural goals and quality management are particularly overarching:

- Infrastructure (IT infrastructure and infrastructural development aligned with development goals)
- Quality management

In all, the University of Passau seeks to live up to its social responsibility by consolidating the achievements made to date and moving towards a university that is even stronger in research, among other things.

A strong foundation for all further development is provided by the professorships that the University has gained through the Bavarian High-Tech Agenda. They have given the University a tremendous boost to its innovative strength and bolstered the digitalisation focus, an area with enormous potential. The visibility of all focal points – Digitalisation, Europe and Sustainability – will be enhanced through a „hub“ structure, whereby the Europe Hub and the Sustainability Hub have already established themselves.

My sincere thanks go to all contributors for their constructive contributions and open discussions that made this development plan possible.

For the implementation until 2026, I wish us all much success!

Professor Ulrich Bartosch  
President of the University of Passau



## I The University of Passau 2023 to 2026

During the period 2023 to 2026 there will be a number of important decisions that will shape the future of the University of Passau. We will continue to develop as a place of academic responsibility with the best intra- and interdisciplinary research and attractive study programmes. In doing so, we are orienting ourselves on the higher education policy frameworks of the German Universities Excellence Initiative, the Bavarian High-Tech Agenda (HTA) and AI Competition, and the Bavarian Higher Education Innovation Act (BayHIG).

The University of Passau was until recently the youngest Bavarian state university. Founded in 1973, it began lectures in the winter semester of 1978. However, the academic tradition in Passau goes back much further. In 2022 we celebrated the four-hundredth anniversary of the establishment of academic teaching and research by the Jesuit Order in Passau. Through the University's 50th anniversary in 2028, we wish to maintain and exceed our current good rankings, including our standing in the Times Higher Education Young University Ranking of worldwide universities under 50, which put us among the world's best ten percent.

The founding and construction phase of the University of Passau continues to shape its development to this day. For example, we benefit from revolutionary energy-efficient building design and technology in our built campus environment. For a growing number of students, environmental sustainability is an important factor in choosing a university. A large portion of them expect their university to play an active role in strengthening sustainable principles and furthering the corresponding sustainable development goals in society. From a standing start the University of Passau emerged from its first participation in the international GreenMetric Ranking for Sustainability in 2022 as the best new entrant worldwide and continues to achieve excellent rankings among the top 20 percent of participating universities. This clearly shows that the University is keeping with the times. We will make greater use of the potential of sustainability in our daily operations for further enhancing student appeal in the future.

In addition to the original concept of realising an academic educational institution with excellent study opportunities in Passau, the University sets itself the goal of assuming a key role as a leading academic institution in the development of the region through excellent research, research-based transfer and cooperation. Our University is a driving force for social innovation processes. Using the advantage of its geographical location, it seeks to make connections across borders into the Eastern European region and contribute to overcoming current challenges with outstanding research. In particular, we focus on the topics of **digitalisation, Europe and sustainability**. We are continuing to strengthen the research capabilities of the University and want to be visible and alliance-capable in the current competition for excellence with our academic successes. We will offer and strive to actively compete for excellence within the framework of larger clusters.

In the field of digitalisation, we are building on the previous *Technik Plus* programme as well as the *DFG Research Training Group 1681 Privacy and Digitalisation*. We are using the Bavarian *High-Tech Agenda* and *AI Initiative* programmes for further development, in particular through the integrated expansion of the Faculty of Computer Science and Mathematics (FIM), which strengthens our interfaculty and interdisciplinary competence – the Humboldt Professorship for “Sustainable Computing”, among others, also provides an outstanding impulse in this regard. The successful acquisition of the new DFG Research Training Group 2720 “Digital Platform Ecosystems” (DPE) – Digital platform-based value creation and its implications for data exchange, organisation and socio-economic development has already proved successful. The next goals of our expansion include another DFG Research Training Group and one or two DFG Research Units. We are prospectively working on the foundation of a DFG Collaborative Research Centre. Overall, we will improve research opportunities by obtaining more external funding. To this end, we are building up a strong operational and strategic Research Services Division.



The legal framework for the next phases of development is set by the Bavarian Higher Education Innovation Act. The faculties, chairs and professorships will be involved at an early stage and in a structured manner in the discussion and decision on possible consequences of the implementation of the BayHIG. The University of Passau continues to rely on a faculty structure and its interdisciplinary contribution – also for overall development. A visible sign of this is the founding of the Faculty of Social and Educational Sciences and the Faculty of Humanities and Cultural Studies, which will succeed the former Faculty of Arts and Humanities. This reorganisation will also make it easier for all faculties to continue developing outstanding interdisciplinary study programmes or to create new ones in cooperation with the two new, more agile faculties.

The 2022 Faculty Development Plans of the existing faculties demonstrate their great commitment. We are proud of the successes in research, teaching and transfer on which they build. It must be considered that the University of Passau has never received its originally envisaged basic endowment since its foundation. Interdisciplinarity and internationalisation are of utmost importance across all faculties. On this basis, the University of Passau will continue to develop as a highly attractive place to study: It is our mission to create inspiring study programmes and the best possible career opportunities both inside and outside academia for young people from all over the world. This also includes supporting families through professional childcare. We help our students to become competent co-creators of their own world. With us, as researching learners, they become an immediate and active part of the academic (worldwide) community.

With this self-image, the University is entering into an intensified exchange with its environment through knowledge and technology transfer and professional development. The involvement of a wide range of expertise and the participation of the interested public are important pillars for working on real-life solutions to the pressing problems of our time. Examples of this are our participation in the conception as well as the key role in the implementation of the Lower-Bavarian Medical Campus (MCN) and the design of a research and technology centre for digital security with Bavaria-wide impact and cooperation in the nearby town of Vilshofen.

## II New beginnings, consolidation and responsibility: challenges, goals and measures

The development of a university must be thought of in a comprehensively integrated way. Different dimensions and specific aspects of the further shaping of the University of Passau are listed below. They must fundamentally be understood and managed as a joint, even collaborative process. As a type of higher education institution, universities have always upheld the inseparability of research and teaching as a core tenet and lived reality. The “spirit of the university” is constitutive for the participation of students and early career researchers in the “adventure of science”. The impact on society was always realised through indirect links. However, the current understanding of knowledge and technology transfer, in which the diverse practices of subject-specific understandings of knowledge and technology transfer come together, goes far beyond this. The University’s role as an important actor in the process of societal transformation must be expanded both in terms of its location and in general.

In this respect, the overarching dimensions of appeal as a place to study, research strength, transfer and transformation, alliance capability as well as organisational development are listed below in their individual essential aspects and any specific challenges, goals and measures they may pose:

- Teaching, study programmes and programme development
- Research, early career academics
- Knowledge and technology transfer, professional development
- Diversity, equality and family-friendliness
- Organisational competence and resilience
- Internationalisation

### II.1 Teaching, study programmes and programme development

With the establishment of a competence centre for curriculum development and teaching (KSL), we are securing a system of coordinated curriculum development and creating a place to support teachers. Together with the faculties and professorships, we will develop international, sustainable and attractive degree programmes as well as review existing degree programmes. The opportunities and challenges of the digitalisation of teaching and studying form a focal point. Teachers will be closely accompanied and supported in this process if desired. System accreditation and student services management are constructively integrated.

In accordance with our self-image, academics form a strong, global-minded research community together with students and with the support of the academically-oriented administrative staff. Teaching and study at the University are research-based and participatory.

#### Our understanding of successful study and good teaching

A successful study programme is characterised by the fact that students with their different, heterogeneous prerequisites can experience a stimulating, eventful educational time in the comprehensive sense. They are supported in successfully shaping their own personal and professional development. This requires that students be supported in working independently in an academic capacity. Therefore, the purpose of higher education teaching is to introduce students from the first semester onwards to the independent generation of knowledge using scientific methods, to enable them to acquire the latest scientific knowledge and to critically reflect on its validity. Academically based learning and work is a public, discursive, trust-based process oriented towards academic communities, which is supported by mutual respect and tolerance of the participants and the commitment to good scientific practice in responsibility for a democratic, constitutional, and social community oriented towards the principles of sustainability.





At the same time, there is a need for quality assurance in teaching both through the subject-specific expertise within the faculties and through subject-oriented interlinking of the subject areas of teaching-learning research, university didactics and study-programme development. Ensuring high-quality teaching at a university must be a dynamic process. We form a network in which an interactive exchange for studying and teaching is created. Didactic concepts must be reflected upon and, if necessary, new ones generated in order to prove themselves in the development and further development of degree programmes. Where possible or appropriate, the University will orient these degree programmes according to sustainable criteria and encourage students to adopt a critical and reflective approach towards the discourse of social transformation.

Finally, teacher education has been a profile-forming element of the University of Passau for over 40 years. Hence, the University is fulfilling its responsibility to work on teacher training as a field of research, to base it according to the latest scientific findings and to continuously develop it in view of current challenges. To achieve this, the Teacher Education Centre (ZLF) was established 20 years ago as a central academic institution, which has since undergone successful organisational development.

#### **Challenges are therefore:**

- › Dealing with a heterogeneous student body and digitalisation of study and teaching
- › Promotion of independent academic work as well as critical reflection on knowledge and competence-oriented preparation for the transition to a successful professional life
- › Profile-building measures in the area of degree programmes and quality assurance of university didactics
- › Further development and strengthening of teacher training as a profile-forming element of the University of Passau

#### **In detail this means:**

**Challenge:** Dealing with a heterogeneous student body and digitalisation of studies and teaching

Heterogeneity among students is increasing. First-year students are increasingly in need of orientation and seek out social and subject-related support at the University. In particular, care must be taken to ensure equal opportunities for talent development, regardless of gender and cultural background. The initial phase of one's studies is crucial for the successful completion of a degree programme. Too many students drop out in the first year. Reasons can be attributed to stringent requirements and a lack of motivation to study. In addition, students have to overcome very individual challenges. The University must offer sufficiently differentiated support and guidance.

#### **Goals:**

- › Ensuring a successful student experience and equal opportunities
- › Improving the appeal of Passau as a place of study
- › Comprehensive student communication with strong visibility in the individual target groups, also using digital media

### Measures:

- › Expand personal advice services for the choice of degree programme and in the enrolment process
- › Improve student communication
- › Facilitate attractive development and participation opportunities in the student environment (cultural, sporting and political-social action opportunities)
- › Improve psychological counselling and welfare advice services
- › Strengthen the central study support services, such as the Examinations Office and room planning
- › Return to a more centralised organisation of study support services, such as the organisation of examinations and evaluations
- › Expand the availability of childcare services
- › Further develop and expand the existing communication formats and channels with the addition of social media

### Challenge:

Promoting independent academic work as well as critical reflection on knowledge and competence-oriented preparation for the transition to a successful professional life

The goal of a university is to enable students to act reflectively and innovatively on a foundation of science-guided knowledge creation and knowledge application. At the same time, they should be prepared for the transition to their personal professional life, where they can apply their qualifications and skills. The increasing complexity of the requirements in professional business activities must be considered. Career paths can follow in science, business, the arts or in social fields, among others.

This also means that graduates must be able to apply scientific knowledge and methods to concrete problems in order to develop creative approaches to solutions. With increasing academic and professional mobility at national, European and international level, structures must be created that enable exchange and permeability in the international higher education system.

### Goals:

- › Enabling students to work independently in academia and to develop and critically reflect on scientific knowledge
- › Strong degree programmes and competence-oriented preparation for individual career paths

### Measures:

- › Integrate the interfaces between the world of work and teaching; e.g. study at the learning site practice as work-based and experiential learning in addition to academic education
- › Technical and didactic development through continuous innovation in higher education didactics
- › Modernise examination formats and organisation, such as online examinations; reflect on examination formats



### Challenge:

Profile-building measures around degree programmes and quality assurance of university didactics; strengthening the Institute for the Didactics of Law (IRD) and closer integration of the IRD with other university didactics initiatives on campus

In order to meet the above-mentioned challenges and achieve the associated goals, research, higher education didactics and programme development must be better interlinked. The study programme development processes must advise and, if necessary, accompany these three areas and advance them in a quality-assuring manner. This must be done across faculties and requires University-wide cooperation. Quality-assuring structures, exchange and meeting opportunities must be created in the development of degree programmes. Quality assurance of teaching and learning competence is facilitated by comprehensive university didactic certificate and continuing education programmes.

### Goal:

- › Coordinated, quality-assured, competence-oriented programme development

### Measure:

- › Establish a competence centre for curriculum development and teaching (KSL) as a central academic and didactic institution
- › The KSL is divided into the areas of research, university didactics and the workshop for studying and teaching

**Research on higher education** didactics and development is bundled here. The object of higher education **didactics** is to scientifically reflect on academic education and thus to create framework conditions for an optimal teaching-learning situation. The task of the higher education didactics institutions is to establish support and development measures as fixed components of the quality assurance process for the areas of study and teaching in order to support the faculties in this. To support teachers and students, the continuation and expansion of existing offers at the University of Passau such as the comprehensive certificate and professional development programme and the didactic-methodical as well as techni-

cal counselling and coaching programmes of *LEHRE+ Hochschuldidaktik* including the third-party funded project QUADIS (Enhancing the Quality of Digitally Supported Teaching at Bavarian Higher Education Institutions), the Institute for the Didactics of Law and DiTech (Transfer Forum for Didactical Technology) should be mentioned here. The heart of the KSL is the workshop for **studying and teaching**, in which the development of study programmes is to be located. The workshop works together with university didactics and teaching/learning research on the conceptual development of degree programmes. It is in permanent exchange with the central quality management and offers a platform for a regular exchange of experts in the field of higher education. This is how, for example, the formulation of qualification goals for graduates of the University of Passau can be professionalised and accompanied. Currently, the research project for participative and innovative degree programme development ISA:DiG (Internal Degree Programme Audit Digitalisation) is worth mentioning.

### Challenge:

Further development and strengthening of teacher training as a profile-forming element of the University of Passau

In order to strengthen teacher training, the structures of the Teacher Education Centre (ZLF) will be optimised in the sense of continuous organisational development in order to further increase the visibility and significance of teacher training in the overall university context. Close cooperation with the KSL is planned.

### Goal:

- › Further structural development of teacher training and institutional expansion of the ZLF

### Measures:

- › Further institutional development of the ZLF
- › Create a special University Executive Representative position for teacher education
- › Redesign the study and examination regulations for teacher training programmes to further increase quality in a transparent manner
- › Development didactic innovation spaces and establish of a culture of reflexive teaching-quality development
- › Ensure continuation of projects on the close integration of the subject disciplines, subject didactics and the educational sciences in teacher education (de-fragmentation) as well as on a closer connection of the first phase of university teacher training with the following phases and professional life (de-segmentation) in the context of the Digital Turn in education
- › Develop internationalisation (European and international) of teacher education to increase the international experience
- › Expand Education for Sustainable Development (ESD) as a constitutive educational principle as well as the teaching of language-promoting and digital competences as cross-cutting themes in teacher education
- › Structural support and embedding of diversity and heterogeneity in teacher education

### Challenge:

Declining student numbers

### Goal:

- › Ensure attainment of enrolment numbers in the 1st subject semester/1st university semester that are defined for each degree programme

### Measures:

- › Define programme-specific enrolment targets in the 1st subject semester/1st university semester; evaluation and expansion or conversion of existing courses; administrative strengthening of the faculties in the development and implementation of programme-specific advertising measures

## II.2 Research; early career researchers

The University of Passau is strengthening its research activities and is further expanding them at the highest level. To achieve this, we have established hubs for the focal areas of digitalisation, Europe and sustainability and created strategic research support. The next goals of our expansion are – as mentioned – another DFG Research Training Group and one or two DFG Research Units. We are prospectively working on the foundation of a DFG Collaborative Research Centre. Overall, we will achieve expanded research opportunities through increased acquisition of external funding. We see ourselves in the process of becoming an even stronger research university that actively offers and strives to visibly compete for excellence within the framework of larger clusters.

### A focus on excellence with the tailwind of the Bavarian High-Tech Agenda

As a Bavarian university, we are making headway with an eye towards the 2025 Excellence Strategy and with the tailwind of the Bavarian High-Tech Agenda. The previous plans are thus being accelerated and redesigned at the same time. A central element of this reorganisation is the establishment of KINECT, a cross-faculty collaboration for AI and sustainable development, which aims to achieve a capability for alliances within the excellence strategy. Another success is the acquisition of the Humboldt Professorship “Sustainable Computing”. This is an additional possible crystallisation point for the Excellence Initiative.

### Faculties as dynamic foundations of a university

The special feature of our strategy lies in the strong role of the faculties: The University of Passau relies on a faculty structure and its interdisciplinary contribution – also for overall development. A visible sign of this is the founding of a Faculty of Social and Educational Sciences and a Faculty of Humanities and Cultural Studies, which will succeed the former Faculty of Humanities.



Within the faculties, the freedom of research and teaching is rooted in the specialised position of professors, the academic staff alongside them and, last but not least, collaboration with students. Our faculties, with their chairs and professorships, form the core of our university's academic power. Research is conducted at a high level across all faculties and in all represented disciplines. The faculties are the basis for the identification, promotion and fostering of top disciplinary research. Furthermore, an internal differentiation is created and developed here, which is the root of the network of University-wide institutionalised interdisciplinary and transdisciplinary research.

The size of the University means that many research topics and areas are limited to either a single chair or a few. This distributed expertise poses a challenge in that the funding of singularly represented research areas must also be systematically ensured. Individual research work will retain its place in Passau: Excellent research is first and foremost the result of excellent minds at the faculties and chairs/professorships who – where it suits the respective subjects and desired research results being striven for – come together to form regional, supra-regional and/or international collaborations of very different kinds. At the same time, internal differentiation offers a special opportunity to form interdisciplinary research networks. Networked, interdisciplinary, supra-regional and international research in groups and consortia is being expanded.

### **Interdisciplinarity and transdisciplinarity as a university opportunity**

The path to successful interdisciplinary research leads through strong disciplines. Many real challenges in society, the economy and politics are multicomplex and require the joint efforts of academic disciplines.

While interdisciplinary research shares a common research object and looks at it from different disciplinary angles, thereby achieving more diverse insights, transdisciplinary research goes beyond this by critically analysing

the limits of the possibilities of knowledge in order to arrive at novel perspectives and insights. In transdisciplinary research, research questions are developed from the very beginning within a common theoretical and methodological horizon of the researchers. In this way, our scientific research will make relevant contributions to the further development of society, to sustainable management and to securing our livelihoods in the scientific-technical, digital age.

### **Supporting early career researchers**

The Graduate Centre ensures lively networking and preparation of Passau's early career researchers for competitive science. As a hub for research diversity and an empowerment structure for early career researchers, the Graduate Centre creates the conditions for starting a scientific career: In the PYREC package of measures (PYREC: Passau Young Researchers Excellence Centre), we are enabling the research dynamics of early career researchers to develop and, at the same time, to provide powerful incentives for ambitious research zeal. The Graduate Centre provides doctoral candidates, postdoctoral and habilitation researchers with services and support opportunities adapted to their career phase and at the same time initiates support measures for the supervisors of early career researchers in order to dedicate themselves to the promotion of early career researchers from a holistic perspective. In this respect, an offer is made to the faculties to support their creation of conditions for starting an academic career.



## Structure-building promotion of research activities

The University offers a perfect environment for academic cognitive processes with their special dynamics. An essential characteristic of a university – and thus of its researchers – is that it does not only react to external incentives. As a place of free and foundational academics, we want to enable scientific questions that are *unprecedented* and *previously unasked*. In the search for *disruptive innovations*, we see ourselves as a university challenged to act as a possible source of unexpected change. To this end, lively fora must be created and maintained in the faculties and across the University. Another key is the development of an interdisciplinary discussion of methods and transdisciplinary research designs.

The University promotes academic excellence as well as interdisciplinary research and global networking in particular through the Passau International Centre for Advanced Interdisciplinary Studies (PICAIS). Here, through internationally oriented funding programmes, both academic exchange with renowned academics and the promotion of promising early career researchers is realised on site at the University of Passau. The campus is thereby an attractive place for international academic exchange.

The University's ability to react quickly and accurately as a foundational research organisation is complemented by application-oriented research services. The opportunities for a fruitful connection between basic and applied research are specifically sought and seized at the University of Passau. To this end, the University already has structures that are effective in regards to technology transfer, such as the Institute for Software Systems in Technical Applications of Computer Science (FORWISS Passau) or the Passau Institute of Digital Security (PIDS). An established Transfer Centre, which is integrated as a networking partner in the regional and supra-regional economy and is involved in the initiation of corresponding research projects, also ensures a lively transfer culture.

The newly established Executive Support Unit for Research Strategy and Science Communication supports and coordinates the development and implementation of the University's research strategy. It also promotes cooperation and networking within the focal research areas and the research-relevant institutions with new impulses from within the University and from outside. Linked to this is also the establishment and expansion of strategic science communication for the University of Passau.

The Research Services Division provides administrative support for the University's research project applications, especially with regard to funding and review strategy. It prioritises (large-scale) project applications in renowned funding programmes that point the way towards a research-strong university and consistently aligns its service portfolio accordingly.

### Our research focus

Our society, economy and politics expect relevant scholarly contributions to overcome current challenges and for sustainable development. Addressing such questions relies above all on interdisciplinary research designs. To achieve this, the University of Passau is focusing its research strategy on three intersecting thematic areas of its research activities as guidelines and as the structure of research fora.

**Digitalisation:** A social and scientific examination of the phenomena and structures of digitalisation requires a broad spectrum of well-positioned disciplines, as well as functioning interdisciplinary cooperation. With the Digitalisation Hub, an open cooperation and exchange platform is being created for networking scholars with an interest in interdisciplinary AI research and the further development of the thematic fields of digitalisation, including the knowledge and technology transfer area. An excellent foundation has been provided (since 2011) by the expansion of the University with the professorships from the "Technik Plus" programme.



This is being continued in the AI Initiative and the Bavarian High-Tech Agenda – with a strong Faculty of Computer Science and Mathematics and at the same time across all faculties. The main topics are “Data as a raw material”, “Security and cryptography”, “Efficient and reliable software systems”, “Algorithmics, modelling and approximation”, as well as a focus on “AI engineering”, which is currently being expanded. A first measurable success is the successfully acquired Research Training Group 2720 “Digital Platform Ecosystems (DPE)”.

**Europe:** The Science Hub for Europe (SHE) is the European centre of the University of Passau. One of the SHE’s tasks is to stimulate and promote interdisciplinary dialogue between European universities in research and teaching. The University’s numerous university partnerships with universities and the academic ecosystem throughout Europe as well as its numerous research contacts form the ideal basis for this. Membership in one of the European University Networks (EUN) within the next three years is our goal. With the SHE Research Forum, special emphasis is placed on dialogue, synergy and the coming together of researchers working and researching on diverse focal points from a European perspective. The aim is to support further European projects and to ensure a coherent visibility of European research at our University.

**Sustainability:** The challenges of social transformation with regard to social justice, climate neutrality and sustainable development is considered a particularly vital endeavour at the University of Passau. In the research forum of the new Sustainability Hub, established scholars and those who are new to the field come together to discuss, identify and substantiate research topics and projects within the context of sustainability. The research forum sharpens the research profile of the University of Passau internally and externally in a topic-oriented, cross-faculty and interdisciplinary manner in strategic cooperation with the Research Services Division.

#### Goals:

- › Increase research cooperation and establish more collaborative research projects in basic research (e.g. DFG research unit, research training group, collaborative research centre)
- › Funding of excellent individual research (e.g. ERC)
- › Promotion of interdisciplinary and trans-disciplinary research
- › Increasing the visibility of strategically relevant research areas
- › Networking and support for early career academics
- › Further expansion of cooperation in application-oriented research with the regional and supra-regional economy

#### Measures:

- › Increase the University’s interconnectivity through:
  - the establishment of hubs as academic exchange platforms on the priority topics and their regular evaluation
  - further development of internal university support formats and expansion of central third-party funding reporting
- › Establish a research advisory board with representatives from all faculties
- › Further develop strategic research communication and consolidate existing communication formats in the area of research
- › Establish the Passau Young Researchers Excellence Centre (PYREC)
- › Ensure an adequate minimum endowment of chairs and professorships as a prerequisite for excellent research at the University

### Ensuring academic quality standards

Ensuring academic quality standards is a central task of the University of Passau. With the new version of its rules for the ascertainment of good research practice, it commits itself to the “Code of Conduct – Guidelines for Safeguarding Good Research Practice”, which the DFG adopted in 2019 in response to the many changes in academic work – caused by the digital transformation and by developments both in publishing and in the structures of academic institutions and forms of cooperation (cf. foreword of the DFG Code of Conduct).

#### Goal:

Raising awareness and deepening the understanding of good research practice in implementation of the revised statutes of the University of Passau to ensure good research practice

#### Measures:

- › Increase the visibility of the topic of good research practice and the activities of the University Research Ethics Committee
- › Offer training courses on good research practice to all academics at the University
- › Evaluate the University’s ombuds system
- › Evaluate, in regular intervals, the central research organisations with regard to the research and transfer output generated both by the University as a whole and by individual faculties and chairs/professorships

## II.3 Knowledge and technology transfer; professional development

Alongside research and teaching, knowledge and technology transfer is one of the core tasks of the University of Passau. In transfer projects, transfer takes place actively, bidirectionally, in a goal-oriented manner and by using knowledge and technologies stemming from research to solve real challenges. They involve the entire range of disciplines represented at the University of Passau and are correspondingly developed in different ways.

The focus of the University of Passau’s transfer activities is on cooperation in the area of practical and application-oriented research (contract research, publicly funded projects) with partners from business and society. With its proactive self-image, the University as a whole enters into an increased exchange with its environment through knowledge and technology transfer and professional development. The University can thus be considered a transformative university: participation in societal transformation is ensured at eye level in dialogue with external actors from business, politics and civil society and through the integration of a wide range of expertise.

In an effort to act as a driver of innovation and impulse generator for society as a whole and to play a visible and strong role in shaping modern knowledge societies, another focus in the area of transfer is encouraging the creation of businesses (start-ups, spin-offs; alignment with *INN.KUBATOR*, Passau’s start-up centre) and the promotion of the University’s own entrepreneurial culture (e.g. through PATEC: *Passau – The Entrepreneurial Campus* and the Digital Technology and Entrepreneurship certificate programmes). The focus on the area of Careers and Competencies is on shaping needs- and future-oriented professional development on a scientific basis. Competency development and careers support for students is again a focus. Further tasks include the continuing education and training of academic support staff and the development of a range of academic continuing education offers for external target groups in line with the University’s profile and possibilities.



Merging the areas of knowledge and technology transfer and careers and skills opens up new options for the University in knowledge and technology transfer through the initiation of cooperation projects. In addition, the University is able further develop and foster participatory forms of cooperation with its closer and wider environment.

We intend to bolster our profile as a provider of continuing academic education by offering virtual certificates. This is also the key to effective and strong networking of a transfer and innovation region in eastern Bavaria. Within the framework of the successful joint project TRIO (transfer) and the network INDIGO (research), the University of Passau contributes significantly to strengthening the innovative capacity of eastern Bavaria (higher education institutions as drivers of innovation in the region).

The University of Passau plans to systematically expand its cooperation with the *Fraunhofer-Gesellschaft*. In addition to the existing connections through FORWISS, a professorship for cognitive sensor systems has been created with the High-Tech Agenda. This takes over and expands the research group Knowledge-based Image Processing of the EZRT – Development Centre X-Ray Technology of the Institute for Integrated Software Systems (IIS) of the *Fraunhofer-Gesellschaft*, which already exists at the University. The aim of this expansion is to develop the research group into an independent Division of the IIS, if possible. CenTouris, an institute financed with third-party funds, also ensures close links to applied research.

Finally, through the alumni associations (AlumniClub and KUWI network), the University maintains worldwide connections in international economic and social fields of work. With the Neuburger Gesprächskreis, we have a network of top-class decision-makers and actors with expertise in relevant modern topics. Through these channels, the University maintains an intensive dialogue with business and society that enriches the University's research and teaching in a multitude of ways.

#### Goals:

- › Strategic embedding of transfer and implementation
- › Competency development for students and staff
- › Create new networks and nurture existing ones

#### Measures:

- › Intended: participation in the knowledge/technology Transfer Audit of the *Stifterverband*
- › Further develop analogue and digital collaborative spaces ("experimental spaces")
- › Proactively expand the transfer network (regional, supra-regional, international)
- › Establish a specific offer ("unique selling point") of the University of Passau in academic continuing education
- › Demand-oriented development and implementation of a uniform concept for professional and job-oriented continuing education and training
- › Expand cooperation with the *Fraunhofer-Gesellschaft*
- › Intensify cooperation with alumni associations and *Neuburger Gesprächskreis*

## II.4 Diversity, gender equality and family-friendliness

The University of Passau is committed to guaranteeing equal developmental opportunities for its members. Being aware of and dealing positively with diversity in all its dimensions is a basic element in achieving these developmental opportunities and individual goals. Support structures that compensate for any disadvantages and the integration of the multifaceted potential of diversity promote functional university development.

Therefore, the measures of the diversity concept are focused on students, early career researchers and their respective developmental paths within the student and academic life cycle. Successful completion of a degree programme, the transition to academia as well as qualified development within a scientific field are the most important steps in an academic career. Based on the analysis of strengths and weaknesses within sub-strategy “Gender Equality and Diversity”, the examination of previously defined diversity policy goals in the strategy papers, the United Nations Sustainable Development Goals (SDGs) and the process of the ongoing “Shaping Diversity” audit of the *Stifterverband*, the diversity concept pursues the following priority goals:

- › Actively support the structural embedding of diversity and work towards strengthening it in governance structures
- › Further development of non-discriminatory study and working conditions and promotion of diversity among students and staff members
- › Foster an organisational culture that embraces diversity; work towards establishing structures that ensure equal opportunities for all University members
- › Embed diversity in the sense of “cooperating and innovating” as a cross-cutting theme in thematically appropriate areas
- › Further development of diversity-sensitive access to information and communication technologies as well as acoustic and visual information sources
- › Increase the proportion of women in postdoctoral habilitation programmes and professorial appointments; ensure adequate representation of women in appointment committees

The organisational aspects of international university work – such as improving exchange programmes by providing digitally networked information on locations and application procedures, building capacity to better support international full-time students, or supporting visiting scholars on campus – are the focus. In the coming years, further measures in the field of international affairs include the realisation of a bilingual (German–English) campus (with a simultaneous commitment to multilingualism). (For more on internationalisation, see Section II.6. below).

Continued development of the diversity strategy through the completion of the audit process is the next logical step on the way to a diversity-friendly organisational structure and culture.

All faculties place great emphasis on diversity, gender equity and family-friendliness in their development plans, can look back on a considerable wealth of achievements and have detailed ideas for maintaining and further developing the standards they have reached.

### Measures:

- › Participate in the Female Professors Programme IV
- › Continue the highly successful “MINT *scholarships*” for women in STEM subjects
- › Develop quality criteria for a diversity-sensitive university
- › Sustainable, equity-sensitive structures that are supported and shaped by the members of the University
- › Consolidate a working group on diversity with the aim of implementing integration strategies (international students)
- › Expand the existing threat management structures (with special consideration of the concerns of international students)
- › Implement the guidelines on exam access arrangements and other academic adjustments for students with impairments
- › Participate in the *Stifterverband’s* Shaping Diversity Audit
- › Expand childcare services
- › Evaluate and update the Fair-Play Guideline





The promotion of international research cooperation, the review of existing and the development of further innovative exchange programmes for students (also with the aim of continuously increasing the proportion of international students), the development of English-language study programmes in Passau and the development of a bilingual Campus Management System (CMS) also fall into the strategic area of quality management and diversity as cross-sectional tasks.

## II.5 Organisational competence and resilience

The University Administration is an important enabling factor in the pursuit of achieving the strategic goals developed in an academically led manner, and the strategic strength of the University depends in part on a strategically capable administration. The administrative units must, therefore, be enabled to play a constructive role in the strategy-forming process. This requires a competent administration that supports strategic planning with its expertise and develops appropriate ways to optimise and adapt processes of an overall science-led system. Considering the fragile and crisis-prone nature of political and economic developments, it falls upon the administration to provide the university system with the greatest possible resilience. This requires not only reliable and secure administrative processes but also the ability to dynamically develop and adapt these

processes.

We anticipate the following **challenges**:

The University of Passau has experienced an increase of around 25 percent in academic staff as part of the Bavarian High-Tech Agenda. This growth offers enormous opportunities for the further development and the academic profile of the University of Passau. However, no additional staff resources were allocated to non-academic areas under this programme. Thus, the increase in academic support staff amounted to only one-fifth of that of academic staff and could only be achieved by re-allocating positions. The ratio of academic to support staff, already very poor when compared to all Bavarian universities, has thus declined even further to the detriment of the administration. We must recognise that the achievement of the strategic goals of this University Development Plan is at risk due to this fact. Understaffing in the academic support area hinders development, and compensating for this must be seen as a central task for the University of Passau.

Strategic capability of the administration means its consistent involvement at the early phases of strategy formulation. This enables an early and well-founded assessment of the feasibility of science-led strategies within the given legal, technical, personnel and financial scope for action at the University of Passau. In this way, the competence and resilience of the system is developed and utilised. This form of involvement, dialogue and active co-design involves the executives in the strategic development of the University of Passau. It is an expression of trust in the strategy and performance capabilities of the managers, which is accompanied by a corresponding expectation on the part of the University regarding the implementation of strategy contributions to be made on their own accord, even beyond their own area of responsibility.

In order to be able to meet these expectations, which are higher than those of the status quo, a sufficient amount of time and leeway is needed for planning and scheduling. This must be ensured through the necessary expansion of personnel capacities in the administrative area. Efficiency gains (also in terms of time) must also be sought through the establishment of University-wide project and process management, which to date, has only been partially realised.

Additional time savings will be achieved through the consistent and targeted continuation of the digitalisation of core administrative processes. For the goals and measures in this regard, please refer to Section III.1; for the implications of the strategic further development of the University of Passau with regard to construction measures and spatial development see Section III.2.

**Challenge:** Critical functions in the deans' offices and central administration, i.e. areas that are indispensable for ensuring orderly teaching and research operations, must become more resilient. This means that they must be enabled to sustainably and reliably fulfil their tasks in the long term, even in a constantly changing environment subject to exogenous shocks, as well as a constantly evolving university. This goal must be achieved without weakening the existing excellent administrative structures that ensure teaching and research excellence at the University of Passau.

**Goal:** Resilient administrative organisation, particularly in areas that are critical to our operations, while maintaining the 'administrative services for the "third mission" (knowledge and technology transfer) as well as in the areas of teaching and research excellence

#### Measures (external):

- › Adjust human and financial resources to accommodate HTA-driven growth
- › Medium-term return to 60:40 ratio of academic to support staff

#### Measures (supporting, internal):

- › Digitalise administrative processes
- › Prioritise selected projects
- › Engage in targeted staff development
- › Work towards an improved staffing situation (see also in particular above under external measures)
- › Coordinated strategic participation at the 2nd level
- › Dynamic dovetailing of faculty and central administration
- › Definition of and demarcation between centralised and decentralised administrative tasks; ensuring efficient faculty administration

#### Challenge:

Closer involvement of administrative staff in university strategy development

#### Goal:

All administrative staff proactively work within their divisions to achieve the strategic goals of the University of Passau. They constructively accompany the necessary processes of change within the University and embrace a "culture of enabling" that allows the University to react flexibly and at an appropriate speed to new challenges and developments.



#### Measures:

- › Establish suitable formats for the discussion of strategic issues between the University Executive and the heads of the administrative divisions
- › Establish suitable formats for the discussion of strategic issues between vice the presidents and the heads of the administrative divisions
- › Provide executive training in the area of strategic management

#### Challenge:

Improve project and process control

- › Establish University-wide project and process management

## II.6 Internationalisation

The strategic goal of being a highly attractive place to study includes the further internationalisation of study, teaching and research. The principles of truth seeking and fact-orientation determine our actions, not ideological, religious or any form of external influence by non-university parties. As laid down in the Magna Charta Universitatum, freedom of research and teaching is an indispensable basic requirement for university life. International cooperation is of great value to the University of Passau and indispensable for the comprehensive fulfilment of its mission.

Against the backdrop of the advancing globalisation of all areas of life and its consequences, the University, with its mission in education, research and transfer, has a central role as an agent of change. Due to far-reaching social changes in times of increasing nationalism, a solid foundation of its global actions and simultaneously reflected value systems is

becoming considerably more important. Due to profound changes in the global environment, there is currently an increased need for classification and orientation within the higher education system. Guidelines for internationalisation at the University are aligned with the guidelines of the DFG and the HRK along the overarching dimensions of "Strategy and Governance", "Teaching and Learning Together", "Researching Together" and "Higher Education Institutions as Transnational Spaces". They are intended to provide assistance and guidance to involved parties at the University of Passau – both institutions and individual university members – in setting up and maintaining viable university collaborations. In view of the fact that the conditions of higher education systems worldwide are subject to a continuous process of change and that international cooperation is a complex and multi-layered reality, the University of Passau will review the guidelines and standards presented at regular intervals.

The European framework plays a special role for the University of Passau. We seek to visibly and actively participate. In its Communication on a European Strategy for Universities (dated 18 January 2022), the European Commission calls on higher education institutions across Europe to join forces and raise transnational cooperation to a new level of intensity and scope. We will respond to this call and participate in achieving the four common European core objectives of the European Higher Education Strategy.

<sup>1</sup>See HRK guidelines.

The **faculty strategies** are diverse and, taken as a whole, represent in their intensity a characteristic feature of the University of Passau since its foundation:

For the **Faculty of Law**, internationalisation has been a defining element in research and teaching since its foundation. The Institute for International and Foreign Law, the Certificate of Studies in European, Comparative and International Law (CECIL) and the chair nominations tied to international areas of law promote internationalisation. With the subject-specific language programmes (FFA), students are offered high-quality education and continued professional development in numerous foreign languages and are prepared for time abroad. For the future, the Language Centre intends to develop courses for early career academics in order to specifically teach the language skills required in internationally oriented research projects. Another feature of internationalisation at the Faculty of Law is the large number of partnerships abroad.

The **Faculty of Business, Economics and Information Systems** has significantly increased its offering of English-language master's programmes. Over the course of the next few years, the recently conceived double master's programmes with the *Southwestern University of Finance and Economics* in China and the *Université de Lorraine* in France should be successfully completed. Hence, the successful application for funding for the double master's programme with the Université de Lorraine through the Franco-German University is an important milestone. In addition, the international attractiveness of the degree programmes will increase, especially through further double master's programmes. To this end, the Faculty of Business, Economics and Information Systems will also adjust the selection procedures of the 'master's programmes accordingly. At the same time, the internationalisation of research remains an important concern for the faculty. This means continuing to establish and strengthen worldwide academic connections. The *International Centre for Economics and Business Studies (ICEBS)* and the expansion of structured binational doctoral programmes and projects, such as with IIT Madras and various *cotutelles de thèse*, are central instruments here. Networking and internationalisation form the basis for increasing research in larger networks (for example, through participation in the European University Network).

As a contribution to internationalisation in studying and teaching, the Faculty of Arts and Humanities (and the two faculties that will succeed it) is striving to increase the proportion of foreign-language courses. Foreign-language pathways through degree programmes offer special visibility to the outside world – for (international) prospective students as well as for the completion of further double degree programmes. The faculty is planning the (continuing) systematic development of international strategic research partnerships and exchange programmes. The international visiting researchers programme is to be further expanded within the framework of a cooperation with PICAIS. It is also planned to actively involve international visiting researchers in the research studio as well as in other planned networking activities. To promote internationalisation among early career academics, internationally themed and interdisciplinary summer/winter schools are planned. The mobility of early career academics will be increased by actively encouraging them to participate in the relevant mobility programmes. The successful existing formats of binational doctoral programmes with the *Andrássy University of Budapest* and with the *Université de Carthage* (Tunisia), and the inclusion of international co-supervisors in the doctoral procedures are to be extended to other universities.

The **Faculty of Computer Science and Mathematics** has already internationalised all its master's programmes. Currently, more than 700 international students from over 50 countries are studying in the faculty's 'master's programmes. The faculty will continue on its already chosen path of sustainable internationalisation. It is hence of crucial importance to admit international students with appropriate competencies. This requires monitoring and adjusting the entry requirements of the degree programmes. Accordingly, the faculty has designed and implemented an innovative post-qualification programme for international students, which will be readjusted and cautiously expanded based on initial outcomes. The faculty places particular importance on its double master's programmes. These will be expanded to include further double master's programmes with renowned partners, such as Charles University in Prague.



**Goal:** Maintain what has been achieved and progress along the path of internationalisation of studies, teaching and research as a hallmark of all the University's actions

**Measures:**

- > Expand the international cooperation network, strategic development of partnerships based on the profile-forming research foci; develop the European potential and further expand collaborations and projects with local European players
- > Increase the proportion of international students, the mobility of all status groups, the number of visiting academics (especially through active recruitment of leading international researchers)
- > Develop the Welcome Centre further
- > Enhance services for applicants to international funding programmes
- > Develop and refine the language concept at the Language Centre and expand foreign-language courses in the bachelor's and master's programmes; bolster the University's external English-language communication
- > Further develop a cooperation network in the Anglo-American higher education area for strategic purposes
- > Develop a concept for a university guest house

Finally, a particularly ambitious and vigorously pursued goal is the preparation and participation in European initiatives such as the European Universities Initiative.

### III Infrastructure

#### III.1 IT infrastructure

For the IT infrastructure, there are **five** essential individual areas:

1. The establishment and expansion of open digital infrastructures at the University of Passau creates a digital campus that enables mobile, flexible and user-oriented further development of services for research, teaching and administration. Open digital platforms are being further developed together with universities in Bavaria, Germany and with European partner

universities. The IT network, computing and storage and research infrastructures are being expanded as needed. Information security is being strengthened. Location-independent access to electronic media for studying, teaching and research is also being further expanded.

**Goal:** Consolidation of a sustainable and secure academic infrastructure/IT

Ensuring data protection standards through a systematic analysis of the University of Passau as a public institution of its own kind and establishing legally secure guidelines for clearly defined administrative areas and tasks.

**Measures:**

- > Implement and further develop the University-wide IT concepts for integrated storage, computing, virtualisation and cloud architectures, also for mobile working and learning, at the digital campus incl. medical campus
- > Implement a central AI research infrastructure for KINECT
- > Implement the renewal of the server infrastructure at the FIM
- > Collaborate on service provision and use of the University's 'research IT infrastructures
- > Initiate Bavarian or national HPC collaborations (if necessary via cloud)
- > Demand-driven expansion of the IT network and IT network connection (with DFN contracts)
- > Renew and further develop media equipment and media technology on campus
- > Implement the University-wide concept for IT security and active cooperation with HITS (hypertext-induced topic selection) Information Security (HITS IS)
- > Expand the Open Access infrastructure to boost the visibility of the University as an academic institution
- > Participate in the decision-making and deployment of a "Next-Generation Library System" within the Bavarian Library Network (BVB).



2. The Bavarian IT Strategy of 2022 was co-designed by the University of Passau. The University participates in the leadership and management of the Digital Network of Bavarian Higher Education Institutions. Shared services (HITS in Bavaria) are actively used in the areas of IT acquisitions, IT security and IT law. The University actively contributes to the further development of the joint services.

**Goal:**

Participation in the *Digitalverbund* (digitalisation alliance) of Bavarian higher education institutions and cross-university IT collaborations

**Measures:**

- › Conclude a cooperation agreement with the *Digitalverbund*
- › Use and participate in cross-university IT services (HITS)

3. The University of Passau uses digitalisation to make processes and workflows user-oriented, personalised, simple and flexible for staff and students. Digital collaboration structures are being established.

**Goal:**

Digitalisation of strategic administrative processes

Conditional **measures** whose feasibility is being examined:

- › Proof of concept: Introduction of a fully digitalised third-party-funding documentation, administration and archival process
- › Introduce a digital job application management system for academic support staff
- › Introduce a digital management system for professorial appointment procedures
- › Digitalise university elections
- › Introduce HIS-RES (research data management)
- › Expand the existing collaboration software and hardware
- › Enhance the digital competencies of faculty administrations

4. The University of Passau promotes the integration and active continued development of digital methods in the various research disciplines and supports transfer across disciplines. The University is developing university access to Research Data Management (RDM), establishing RDM services in research funding, staff development and in the University Library.

**Objectives:**

Creation of necessary RDM competencies and support for academics at the University of Passau for participation in funding programmes with RDM requirements.

**Measures:**

- › Support for the research data lifecycle
- › Introduction of the Digital Archive
- › Expansion of the Open Access infrastructure
- › RDM training for researchers and staff

5. Support of teaching through digitalisation will be further developed. The University of Passau is engaging in intensive dialogue with its students and is expanding digital technologies for teaching and learning.

**Goals:**

Expansion of digital technology for teaching and learning at our University

**Measures:**

- › Further develop the virtual learning environments Stud.IP and ILIAS through intensive dialogue with students and commission further development according to prioritisation; involvement of other status groups such as lecturers and the secretaries' offices in this dialogue
- › Maintain a dialogue on digitalisation topics relevant to data protection
- › Cooperation between technology and didactics in DiTech
- › Infrastructure: personnel and financial infrastructure and construction measures
- › Organisational developments (for explanations see III.2 below)



## III.2 Infrastructural development aligned with development goals

Due to the technology initiative “Bavarian High-Tech Agenda”, the University of Passau is currently in a phase of strong growth. The University’s goal of massively expanding its strategic research activities over the next few years also entails further specific infrastructural needs and adjustments. In order to realise the expansion and development goals and to continue to ensure excellent basic conditions for researchers, teachers and students, the University of Passau will need a resilient, demand- and future-oriented infrastructure in the coming years. The central objectives for the years 2023 to 2026 are therefore, in addition to the provision of infrastructural space and energy resources, the further development of strategic land management in accordance with the outlined development goals.

In order to adequately deal with the growth resulting from the High-Tech Agenda as well as the expansion of research activities and the associated planned increase in third-party funded projects, the attainment of further leases is envisaged as an infrastructural measure. Another central measure is the intensive supervision and further development of the current construction projects. The focus here is on the realisation of the International Centre for Scholarship and Science at the *Spitzberg* site, whose construction is scheduled to begin in the first half of 2023, as well as the new PICAIS building on the former *Ehret* property. In addition, the planned expansion of the Sports Centre through the addition of a sports hall, the necessary expansion of the cafeteria in the refectory building, the infrastructural measures in support of the Lower-Bavarian Medical Campus and the expansion of childcare facilities to strengthen family-friendliness must be successfully realised. The tradition of sustainable facilities at the University of Passau is being continued in each new building and extension, and efforts in these areas are being further improved by the “Green Office”, which is presented in more detail below.

In order to meet the increased demands in the area of digitalisation and to ensure optimal conditions for innovative, future-oriented cutting-edge research, the renewal and expansion of the network infrastructure at the existing campus as well as the conversion and expansion of the IT infrastructure rooms are further imperative measures.

The University has once again greatly intensified its planning as part of the programme *Bayern barrierefrei 2023* (Bavaria barrier-free 2023) in order to be able to eliminate existing deficits as far as possible.

The spatial and organisational reorganisation taking place as part of the Bavarian High-Tech Agenda has made existing deficits in the area of fire protection even more obvious. Numerous planning tasks and concepts have to be worked on and structural measures implemented.

In recent years, strategic spatial management has almost exclusively fulfilled the requirements through leases. A very important component was and is maintaining dialogue with institutional partners in the real-estate industry. In order to do justice to the further development of the University of Passau, the long-standing plans for a second university location have been made concrete. A strategic land management process including a master plan is currently underway. In addition to a first construction phase, the space requirements for a further expansion of the University are to be created.

### Under the banner of sustainability

When it was founded in 1978, the University of Passau was already committed to sustainability, resource conservation and quality of life on campus in many areas, without a correspondingly intensive discourse having been conducted in society as a whole at the same time. Seen in this light, the University of Passau belongs to the avant-garde of a higher education institution that sets modern urban architectural accents and meets energy technology standards. In the course of its more than forty years of existence, the structural expansion of the campus along the Inn has been carried out cautiously and with respect for the urban structure as well as ecological aspects of landscape aesthetics and open space design. Buildings constructed since 1978 and the existing historic buildings were functionally adapted according to their intended purpose and given an individual identity under the University’s design umbrella.

In terms of heating and cooling, the buildings were designed to be as climate-neutral as possible. This guarantees high efficiency in operational management and, from today's perspective, particularly sustainable building management. The goal of achieving the most sustainable management and budgeting possible in everyday university operations is being implemented by a so-called Green Office with a directorial position, which will also consolidate and coordinate the numerous student initiatives with a focus on sustainability and provide them with increased, outward-oriented attention. Together with a structured climate protection concept and accompanied by initiatives and processes for further environmentally sensitive and climate-neutral design of architecture and campus, also in the sense of strengthening the Corporate Identity, a stable unique selling point of the University of Passau as a particularly sustainable educational institution is to be established in the medium and long term.

From an operational point of view, this requires adjusting the technical systems of buildings to the required technical guidelines, further development of the existing operating concept to new technological developments, and the consideration of the changed resource requirements due to the spatial expansions on campus. The Bavarian concept "*Klimaland Bayern*" with its numerous programmes is to be taken up sustainably. Specifically, measures are being prepared in the areas of photovoltaics and Green IT.

## IV Quality management

In order to achieve its goals and for its strategic capability, the University of Passau needs efficient quality management (QM) at all levels, adapted to the special conditions of an academic institution. QM encompasses all measures that serve to optimise process quality and performance, thereby improving all results from research, teaching, and knowledge and technology transfer at the University of Passau.

The University has been preparing for system accreditation since 2021 in accordance with the target agreements with the Science Ministry and in implementation of the previous University Development Plan. The focus is on teaching and studying. However, according to the Bavarian Study Accreditation Ordinance (BayStudAkkV), it also includes all service areas of the higher education institution that are directly relevant to studying and teaching. These include student advising, applications, admissions and admission processes, administration of examinations, teaching, examinations, and student services. This list is not exhaustive. In this respect, the close interconnection of quality management with the implementation of the Campus Management System is an important element. Therefore, at system-accredited higher education institutions, essential components of the administration are also accessible to a quality assurance system with external assessment.

According to Art. 10 Bavarian Higher Education Act (BayHSchG), the work of higher education institutions in research and teaching, in the promotion of early career academics and in the fulfilment of the equal opportunities mandate shall be evaluated on a regular basis. This applies accordingly to the organisation and activities of the administration. However, the establishment and further development of QM is not being primarily done to fulfil this legal requirement – it is being done to achieve all other goals in the best possible way as an overarching plan.

**First sub-goal:**

Successful implementation and evaluation of system accreditation

Quality management is an organisation-wide effort. This is made clear in the previous sections (cf. e.g. Section II.1 Teaching, study programmes and programme development). This task can only be successfully accomplished internally in cooperation with the University Executive, faculties, professors, academic staff and academic support staff, with the involvement of students. The further development of existing instruments or the introduction of new ones takes place in close dialogue with all stakeholders. In order to support comprehensive QM in study and teaching, the University is in the process of converting from programme to system accreditation. The implementation of system accreditation with its associated tasks will remain a challenge in the coming years.

**Measure and goal:**

Thirty bachelor's and master's degree programmes must be internally accredited between 2023 and 2024.

**Measure:**

The system accreditation process will be subject to an evaluation from 2024 after initial implementation.

**Second sub-goal:**

The introduction of the Campus Management System (CMS), based on HISinOne, will be completed after the deployment of the modules

- › APP (study-place applications), launched in November 2017
- › STU (student life cycle administration), launched in November 2018)

Complete the migration of the current degree programmes on the IT side by the turn of the year 2022/2023 with the introduction of the last large module – the examination, event and degree programme management EXA. Starting in 2022 and continuing into 2023 and 2024, organisational development will follow with

the aim of guaranteeing a smooth introduction and subsequent user-friendly support of all groups (students, teaching staff, faculties and divisions) of the CMS modules in regular operation, as well as driving forward the ongoing user-oriented development of the system and ensuring it in close coordination with system accreditation.

**Measure:**

Support the faculties in deploying the CMS

**Third sub-goal:**

Transparent, efficient and stable processes in the science support areas

The University of Passau is establishing a process management system to make processes and workflows user-oriented, simple and flexible for staff and students. The documentation, digitalisation and improvement of processes serves on the one hand to improve efficiency and on the other hand to achieve improved transparency as well as qualitatively stable processes across the core tasks to be defined. Process management is not the goal, but an essential instrument and its introduction a measure to achieve the necessary efficiency and qualitative improvements in all areas in light of the limited resources.

**Measure:**

The elements of process management which are currently already in place in various divisions of the administration will be placed on a common basis and coordinated at the interfaces.





## Imprint

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