

THEORY

PRACTICE

ANNUAL REPORT 22/23

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PROF. MARTINA KLÄRLE



Dear DHBW Family,



In 2024, DHBW celebrates the 50th anniversary of its dual degree programme. We look back on this courageous innovation and investment in Baden-Wuerttemberg with gratitude. The dual study model has existed since 1974 and has become a national and international success. In this annual report, we take a look back on the 2022/2023 academic year and at what lies ahead in this anniversary year.

With 32,000 students, DHBW is now the largest university in Baden-Wuerttemberg, producing the most Bachelor's graduates in Germany. The student numbers for the new academic year show that our transfer university has emerged stronger from the pandemic years with its sustainable mix of cooperation and regionality and remains highly attractive for Cooperative Partners and prospective students. In the past academic year 2022/2023, we made preparations for the anniversary year ahead of us and, above all, laid the foundations for many more successful years to come. We made several new nominations, welcoming a total of 45 new professors who will help us to further develop the dual study model together with our 9,000 Cooperative Partners.

With the election of Prof. Doris Nitsche-Ruhland as Vice President for Dual Study Programmes and Teaching and Prof. Martin Plümicke as the new non-executive Vice President for Digitalisation and Processes and the re-election of our Chancellor Dr. Wolf Dieter Heinbach, the university management is well positioned for the coming years with new areas of responsibility.

Read about the highlights in our core areas of teaching, research and academic training in our annual report. You will be interested to see that we have made great progress in all of our strategic, cross-cutting issues, such as sustainability, internationalisation, diversity and, last but not least, digitalisation.

The DHBW Research Day in Stuttgart and the DHBW-AI Transfer Congress in Heilbronn demonstrated the broad spectrum of our research achievements. In association with eight other cooperative universities from nine countries, DHBW, has received the academic accolade of being designated a European University by the EU. This enables us to make students, tutors and employees more internationally mobile. It also enables us to offer joint international research projects and courses at all different levels from microcredentials to Master's programmes. Furthermore, "studienkolleg" (a two semester preparation class for international students) at the Bad Mergentheim campus successfully prepared the first year of prospective international students for a dual study programme. We are particularly proud to be developing an explicit sustainability strategy using a broad-based participation process. Through participation in the Stifterverband's Diversity Audit, we intend to put diversity in everyday life into practice for dual study students, and with a new guiding principle of digitalisation, we want to pick up speed and make every necessary digital service available to every student, lecturer, employee and Cooperative Partner at every location.

I would like to thank everyone who contributed to these and other highlights of our 2022/2023 academic year at DHBW. I look forward to continuing our success story with you in our anniversary year and beyond.

Your President

A handwritten signature in red ink that reads "Martina Klärle". The signature is fluid and cursive, matching the color of her blazer in the portrait above.

DR. STEFAN WOLF



Dear Sir or Madam,

The unique value of an institution becomes apparent precisely when it is particularly needed. For 50 years, Baden-Wuerttemberg Cooperative State University has been a reliable partner for its cooperative partner companies in the academic training and development of specialists and managers. In times of an increasing shortage of skilled labour, DHBW's Cooperative Partners are aware of the value of this very special university.

DHBW is needed and companies and social organisations are prepared to continue to actively invest in the education of young people in the future, to give the specialists and managers of tomorrow the best possible start to their careers and to retain them at an early stage.

With around 10,000 graduates per year, DHBW awards degrees to more Bachelor's students than any other German university. The same applies in particular to the 4,000 or so students that graduate in the fields of engineering sciences and business information systems, in which there is such an urgent need for qualified people. At the same time, DHBW is increasingly developing into a strategic partner for academic training beyond the traditional Bachelor's degree programme.

For ten years, DHBW has offered a professionally integrated Master's degree and is now continuing on the same path with a diverse, modular range of academic training courses tailored to the needs of companies and employees. The support offered at every DHBW location for reskilling and upskilling employees is an important driver, allowing our companies to make the necessary transformations.

Internationalisation remains an important field of action for DHBW and its partners. I am delighted that DHBW is working to strengthen the intercultural skills of its students, supporting its Cooperative Partners with educational offerings in their international markets, while becoming increasingly attractive for students from abroad. This has been firmly emphasised by activities such as the "studienkolleg" (a two semester preparation class for international students) at the Bad Mergentheim campus and the merger which created the European University EU4Dual.

In view of the major challenges we are facing together, I am very pleased to be able to remain on the DHBW Supervisory Board as (Co-)Chair.

Your Chair of the Supervisory Board

DHBW at a glance

For over 10 years, DHBW has been the largest university in Baden-Wuerttemberg with more than 30,000 students. It is ranked among the top 20 universities in Germany in terms of size and is the largest application-oriented university in Germany.

DHBW AT A GLANCE

57

No. 1

Transfer University

STUDY PROGRAMMES

35 Bachelor's programmes in more than 100 fields of study with 22 professionally integrated and part-time Master's programmes.

9.000

STUDENTS
AT DHBW

32.000

220.000

ALUMNI

With 10,000 alumni, DHBW awards the most Bachelor's degrees each year.

12

EMPLOYEES

from 38 nations.
The ages range from 17 to 74.

2.500

LOCATIONS

Bad Mergentheim, Friedrichshafen, Heidenheim, Heilbronn, Horb, Karlsruhe, Lörrach, Mannheim, Mosbach, Ravensburg, Stuttgart, Villingen-Schwenningen

4

SCHOOLS

Business, Engineering,
Social Work, Health Sciences

448

PARTNER UNIVERSITIES

from 74 countries.

DUAL PARTNERS

Cooperating companies and social and health-related institutions.

238 Mio.

EURO

is the DHBW's basic funding for resources and jobs in 2022.

With 32,000 students and 9,000 Cooperative Partners, DHBW is the largest university in Baden-Wuerttemberg. Together with our Cooperative Partners, we award dual Bachelor's and Master's degrees to more than 10,000 young people every year at twelve locations and thousands of practice locations, qualifying them to become specialists and managers.

And there's more: Dual academic training, dual research, dual professorships and dual doctorates strengthen our profile where academia meets practice. We can proudly say that we are the largest and most flexible state transfer university in Germany.



- ★ DHBW Headquarters
- DHBW Location
- DHBW Campus
- ★ DHBW Center for Advanced Studies

The big TRANSFORMATION – DHBW profile



The foundation stone for the success story of the dual study programme was laid around 50 years ago with the founding of the former vocational academy and today's Baden-Wuerttemberg Cooperative State University (DHBW). With its proven study model, DHBW supports thousands of Cooperative Partners throughout Germany and beyond in meeting the growing challenges of the global skilled labour shortage. The university sends 10,000 highly qualified young people out into the labour market every year. And there's more: Dual academic training, dual research, dual professorships and dual doctorates strengthen DHBW's profile where academia meets practice.

WE ARE THE TRANSFER UNIVERSITY FOR EUROPE

We are proud of our 9,000 Cooperative Partners. As full members of the university, they contribute customised course content and participate in university bodies and committees that shape the study programmes. With these strong collaborations and around 10,000 graduates every year, DHBW provides an enormous transfer service between society, university and industry beyond the borders of the state of Baden-Wuerttemberg.

WE ARE ALL OVER BADEN-WUERTTEMBERG

The university teaches and retains young professionals locally at its twelve locations and the DHBW Center for Advanced Studies. These regional roots make DHBW an important cooperation partner for economic and social development in the regions. This ensures that practice partners remain competitive, and economic and social development is constantly improved, especially in rural areas.

WE ARE INTENSIVE AND COOPERATIVE

DHBW students usually complete their degree in just three years. Thanks to the integration of theoretical and practical content, students also complete part of their studies during the practical phases. Every study programme at DHBW is certified as an intensive programme. Thanks to the customised structure and the interlinking of theory and practice, DHBW graduates enjoy above average success and engineer a safe and smooth transition for themselves into the world of work. Around 80% of graduates already have a contract offer before graduating.

SMALL COURSE GROUPS FOR BIG CAREERS

DHBW is the largest university in Baden-Wuerttemberg. Nevertheless, there are rarely more than 30 students in a course group. They are supervised by their Programme Director in small, individual courses and immerse themselves in the working world at partner companies during the practical phase. This increases personal initiative and guarantees intensive and efficient study.

FINANCES: WE OFFER STUDENTS SECURITY

As employees of a Cooperative Partner, DHBW students receive a monthly salary throughout their studies, providing them with financial independence so they are able to concentrate on their studies. In close cooperation with professors at the university, lecturers with practical experience and trainers in companies, DHBW gives its students the best possible start to their professional lives – including many pioneering students who are the first in their families to graduate.

OUTLOOK: 50 YEARS OF DUAL STUDY PROGRAMMES

DHBW dates back to the early 1970s. At the time, the initiators from the worlds of business and politics had set themselves the goal of creating a practice-oriented academic alternative to traditional university studies. Companies were to be given the opportunity to train junior staff at university level and customise them to their own requirements. Back in 1974, nobody could have imagined that the "Stuttgart model" would become the largest university in Baden-Wuerttemberg and an international pioneer in the field of dual study programmes. DHBW will be celebrating the birth of this success story next year.

Dual partnership at DHBW

INTERVIEW WITH

Werner Stockburger,
Vice President for Transfer at DHBW



MR. STOCKBURGER, YOU ARE VICE PRESIDENT FOR TRANSFER AT DHBW. HOW WOULD YOU DESCRIBE THE ROLE OF THE COOPERATIVE PARTNERS AT DHBW?

Our Cooperative Partners at DHBW cover a huge spectrum. From size to subject area, be it business, technology, social work or health, we reflect the country's economy and society. The Cooperative Partners come from almost every part of Germany and range from small individual companies sending one dual student to DHBW every few years, to major players such as SAP, Bosch, Netze BW, Mercedes Benz, PWC, Deloitte, DM, Siemens, Lidl and Ulm University Hospital, which send hundreds of students to DHBW every year for the theoretical phases. We owe our close and trusting cooperation with our Cooperative Partners above all to the fact that our programmes are able to train students to meet the exact requirements of our Cooperative Partners and thus make them directly fit for the labour market. Our Cooperative Partners are especially involved in our committees and thus in our curricular work. However, a close link between theory and practice is also achieved by bringing in experts from certain fields to teach.

WHAT IS CURRENTLY THE BIGGEST CHALLENGE FOR THE STRATEGIC PARTNERSHIP WITH COOPERATIVE PARTNERS AT DHBW?

Clearly, the demand for skilled labour in Germany is the biggest challenge for and with the Cooperative Partners. It is therefore very fitting that our Bachelor graduates are in high demand, as they are immediately ready for the labour market. Added to this are the rapid changes in the individual technology sectors, which are fuelling the shortage of skilled workers. However, DHBW is ideally equipped for this. Compared to other types of higher education institutions, we train students much faster and more successfully and can adapt our courses more flexibly than others, thus reacting to current trends in the labour market. We can also utilise our Cooperative Partners' international relationships in a strategic way. International practical experience is gained during the course. From postings to recruitment of students from abroad, there are numerous possibilities that can be realised here. This puts the Cooperative Partners in an internationally competitive position with regard to their future employees and provides qualified people directly within the company.

WITH ITS COOPERATIVE PARTNERS AND THE DHBW CENTER FOR ADVANCED STUDIES (DHBW CAS), WHAT KIND OF CONSULTING SERVICE CAN DHBW PROVIDE FOR ITS PARTNERS?

Cooperative Partners are key players for DHBW and we work together in a spirit of trust. We take on board current needs and feedback and continue to develop our service in a targeted manner. One example of this is the new Architecture programme in Lörrach, which was completely redesigned following an initiative from the regional business community.

With DHBW CAS, DHBW can also offer employees (from Cooperative Partners and other prospective companies) tailored further training opportunities from its wide range of skills. These include our customised corporate learning courses, which are tailored to the specific requirements of our Cooperative Partners. An excellent example of this is the cooperation/partnership with Audi. The car manufacturer plans to switch to allelectric models in the coming years; this kind of technological changeover requires targeted training for employees. Together, we have determined the specific requirements and put together a suitable plan.



German Chancellor Olaf Scholz and Werner Stockburger together with DHBW students and Hensoldt employees

It is precisely this technology transfer that makes it possible for everyone involved to put the latest developments and innovations directly into practice. And that in turn makes these partnerships not only valuable, but also promising for the future.

Another example of how universities and industry can work together successfully is the Dual Assessment - Finding and Promoting Talent (TAFF) research project at the DHBW campuses in Mannheim, Heilbronn and the Diagnostic Consultancy Centre in Lörrach. In this project, the team addresses the question "How can dual study programmes be successful?". Diagnostic tools, such as procedures for measuring academic and professional aptitude and intelligence and personality, have been developed through close cooperation. These tools are available to all interested Cooperative Partners of DHBW.

WHICH PROJECTS AND ACTIVITIES HAVE BEEN INITIATED WITH THE COOPERATIVE PARTNERS IN THE PAST YEAR?

Research at DHBW is not only aimed at generating new knowledge. It aims to serve economic and social progress through innovation, transfer and the link to teaching. Our university's expertise at the interface between cyber security, functional security and artificial intelligence is being developed through research at DHBW Lörrach, for example. The research work deals with specific issues that are brought to the university by the Cooperative Partners. Numerous study and research projects taking place in the Electrical Engineering programme are the result of problems brought in by companies.

One project, for example, is focused on the development of a self-sufficient, intelligent, cyber-secure wheelchair that allows patients to move safely to their place of treatment within a hospital. In the IT sector in particular, we see the need to provide technology that companies can use for pilot applications. For example, if we provide an infrastructure for analysing large amounts of data, companies can try out certain applications with their students. This is particularly attractive for small and medium sized companies that may not have this kind of infrastructure themselves.

WHAT WAS YOUR PERSONAL HIGHLIGHT OF THE 2022/2023 ACADEMIC YEAR AT DHBW?


The composition of the Presidium radically changed in the past academic year. Topics that belong together were merged and other important topics were covered. Prof. Doris Nitsche-Ruhland has now taken over full-time as the new Vice President for Dual Study Programmes and Teaching, and Prof. Martin Plümicke now fills the part-time position of Vice President for Digitalisation and Processes. A further Vice President position will be advertised. My responsibilities as Vice President have also changed and I can now focus on the topic of strategic partnerships with the Cooperative Partners. The experience of moderating a panel discussion with German Chancellor Olaf Scholz and DHBW students was also a special highlight for me in January this year.

Our DHBW in numbers


We will be showing you a lot of numbers for DHBW over the next pages. Many of these are to be expected in an annual report, but others might amaze you or even bring a smile to your face.

DHBW operates at twelve locations, covering a main usable area of 172,000 m². This equates to:


23 Dining Halls



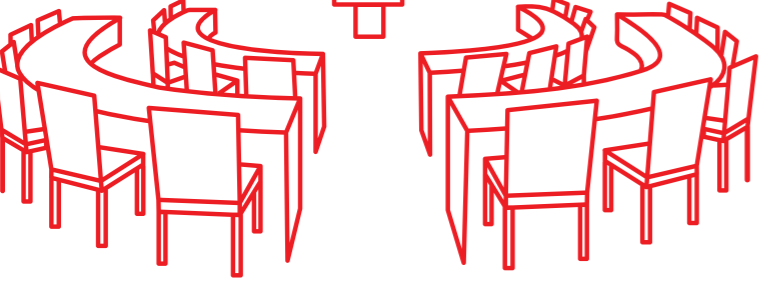
17 Libraries



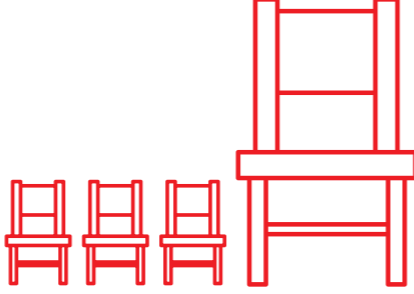
22,079 m² Laboratories



1,276 Seminar Rooms



34,398 Seats in Seminar Rooms



Employees - Our most valuable resource

	Female	Male	Total	Change compared to previous year
Professors	180	636	816	+ 3.2 %
of which Programme Directors	77	328	405	+ 6.0 %
Academic Staff	104	72	176	+ 8.6 %
Student and Research Assistants	78	74	152	+ 27.7 %
Administration	1,036	166	1,202	+ 3.4 %
Technical Services	34	242	276	+ 2.6 %
Trainees	13	11	24	0 %
Total	1,445	1,201	2,646	
				Open Positions
Central Management Level (Presidium)	4	10	14	1
Local Management Level	4	18	22	3
Administrative Directors	5	4	9	1

As of 01/07/2023

Fields of study for each location and campus

	Business	Engineering	Social Work	Health
HDH	•	•	•	•
HN	•			
KA	•	•		•
LÖ	•	•		•
MA	•	•		•
MOS	•	•		
MGH	•	•		
RV	•			
FN		•		
S	•	•	•	•
Horb		•		
VS	•		•	

DHBW is currently undergoing an organisational and development process, the so-called 'Administration 2025' project ('Verwaltung 2025' in German). This is examining the organisational measures that can be used to optimise procedures in the area of academic support that falls between the academies and the Presidium.

“ Our world is changing. And so are we at DHBW!

'Administration 2025' is helping to further advance DHBW as an innovative and progressive university of the future.

We do this by further developing academic activities with our study academies in an iterative and participatory process. Our goal is to achieve an agile, service-oriented and future-oriented administration. A holistic view and strong networking are particularly important for our project. Specifically, 'Administration 2025' will utilise synergies, establish uniformity and create clarity about roles.



Dr. Wolf Dieter Heinbach, Chancellor of DHBW, responsible for the 'Administration 2025' project

”

Students at DHBW

With 32,034 students, DHBW is the largest university in the state of Baden-Wuerttemberg.

BACHELOR'S STUDENTS BY SCHOOL – 2022/23

	Female	Male	Non-Binary	Not Specified	Total	Proportion per School
Health	1,058	123	1	1	1,183	3.9 %
Social Work	1,876	499	0	1	2,376	7.7 %
Engineering	1,613	8,110	1	12	9,736	31.7 %
Business	8,283	9,084	2	3	17,372	56.6 %
Total Bachelor's Students	12,830	17,816	4	17	30,667	100 %

As at October 2022

DHBW CAS MASTER'S STUDENTS BY SCHOOL – 2022/23

	Female	Male	Not Specified	Total	Proportion per School
Health	16	3	3	22	1.6 %
Social Work	76	44	1	121	8.9 %
Engineering	90	485	0	575	42.1 %
Business	248	401	0	649	47.5 %
Total Master's Students	430	933	4	1,367	100 %

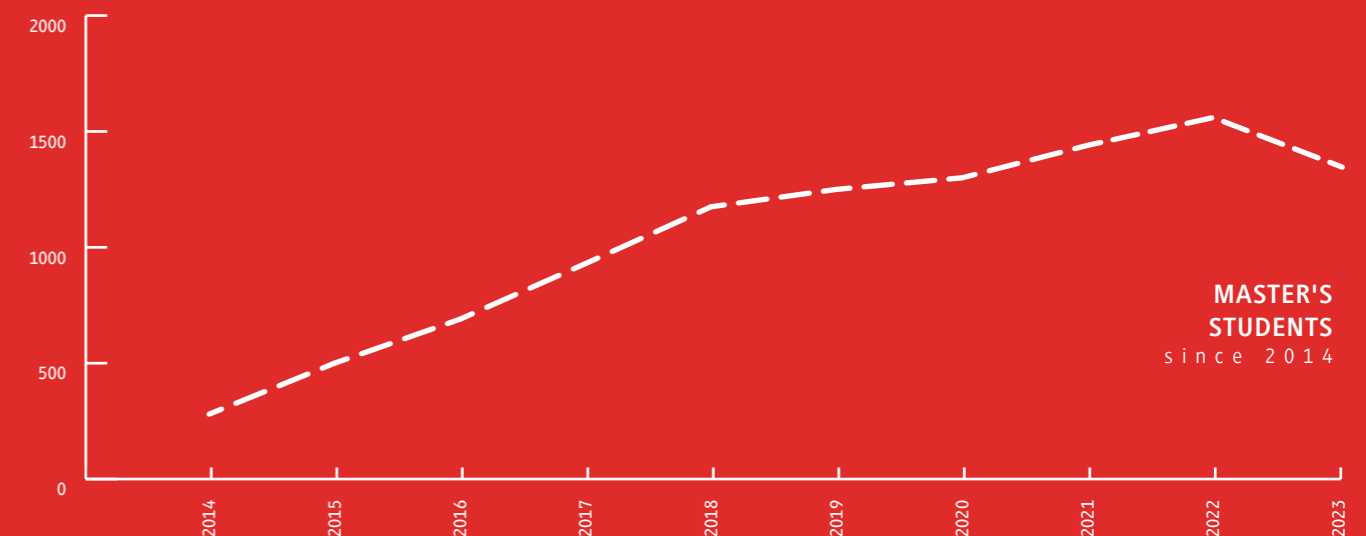
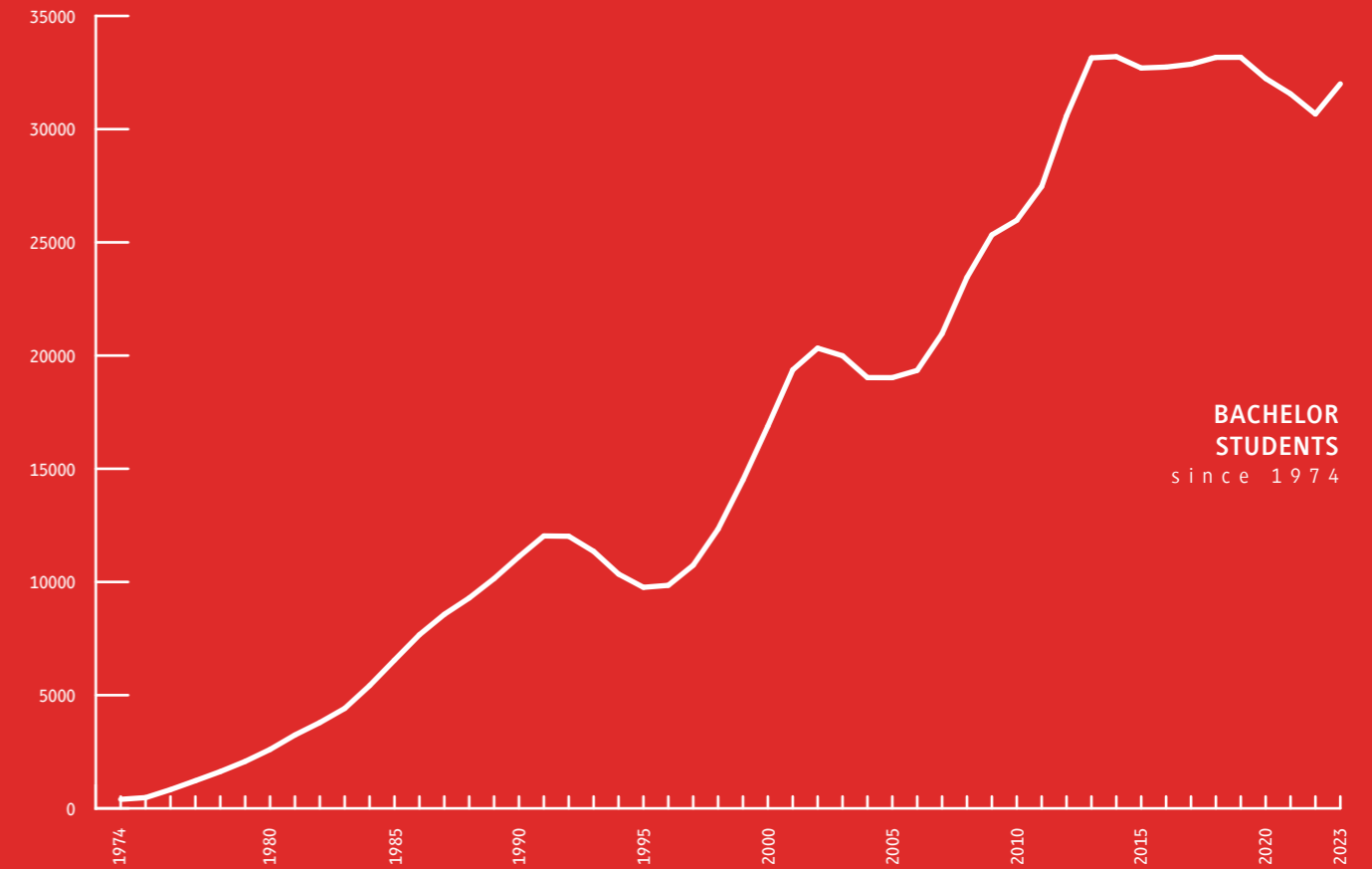
As at October 2022

DHBW STUDENTS BY LOCATION – 2022/23

Heidenheim	2,340	7.6 %
Heilbronn	1,469	4.8 %
Karlsruhe	3,129	10.2 %
Lörrach	1,881	6.1 %
Mannheim	5,583	18.2 %
Mosbach	2,557	8.3 %
Bad Mergentheim	491	1.6 %
Ravensburg	1,917	6.3 %
Friedrichshafen	1,485	4.8 %
Stuttgart	6,728	21.9 %
Horb	728	2.4 %
Villingen-Schwenningen	2,359	7.7 %
Total Bachelor's Students	30,667	100 %
DHBW CAS	1,367	100 %
Total Master's Students	1,367	100 %

As at October 2022

Our success speaks for itself. Our study concept is in demand. Every year, DHBW has the highest number of Bachelor's graduates in Germany, and we keep on growing. Together with our Cooperative Partners, we live up to our responsibility for developing valuable specialists. 30,667 DHBW Bachelor's students are enrolled for the 2022/2023 academic year, including 11,327 first-year students. 1,367 students are studying for a Master's degree, of whom 464 are first-year students.



DHBW Heidenheim



Students	2,340
Employees	178
Cooperative Partners	approx. 900
Lecturers	771
Founding Date	1976
Schools	Business, Engineering, Social Work, Health Sciences
New Programmes	<div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">BWL (Business Administration) – Digital Business Management</div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 2px;">BWL (Business Administration) – Digital Commerce Management</div> <div style="border: 1px solid black; padding: 2px;">Mechatronics</div>



Further information
about DHBW Heidenheim



Prof. Rainer Przywara
Rector of DHBW Heidenheim

STRENGTH FOR THE UNIVERSITY

In spring, Prof. Rainer Przywara will be confirmed as Rector of the university. He wants to continue to achieve a great deal during his second term of office, focusing on the agile adaptation of the university to the changing needs of the Cooperative Partners. Core projects include consistent digitalisation, continuation of the academisation of the health-care sector and regional further training opportunities based on micro-credentials. The new building in Heidenheim and the health campus in the Ulm-Wiblingen monastery provide perfect study conditions.



STRENGTH IN OLD AGE – ACTIVE ASSISTED LIVING

Two days dedicated to self-determined ageing: at the interactive Active Assisted Living exhibition, everyday technical aids and digital solutions were unveiled and analysed for user acceptance in the Living Lab. The university's interdisciplinary research approach combines the different perspectives of the four Schools at Heidenheim in terms of the opportunities and challenges of ageappropriate technical support. An intensive dialogue took place with over 200 interested parties.

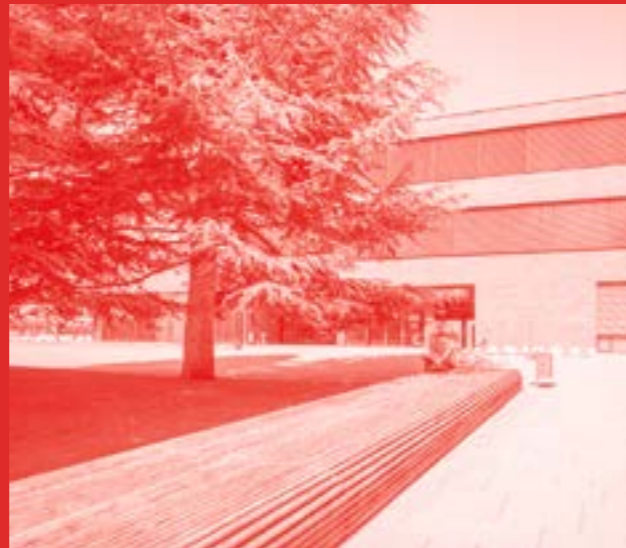


STRONGER TOGETHER FOR THE REGION

DHBW Heidenheim has special links with the East Wuerttemberg region. With BWL - Digital Business Management, BWL - Digital Commerce Management, a new Computer Science course and the Mechatronics course introduced in 2022, new programmes have been set up for our Cooperative Partners so that they can attract the young talent they urgently need. This pays dividends for both sides: there was also no significant decline in student numbers during the Covid period, and there were more enrolments in 2022 than in 2017.



DHBW Heilbronn



Students	1,469
Employees	161
Cooperative Partners	approx. 500
Lecturers	588
Founding Date	2014
Schools	Business

New Programmes **BWL (Business Administration) – Technical Management**
Materials Management and Recycling



Further information
about DHBW Heilbronn



Prof. Nicole Graf
Rector of DHBW Heilbronn

RETAIL SKILLS NETWORK AND SPECIALIST SYMPOSIA “RETAIL INNOVATION DAYS” (RID)

A focus on retail knowledge for industry players – provided by our network through conferences, presentations and white papers. Since 2016, the “Retail Innovation Days” have firmly established themselves as an interactive platform for the industry. The most recent event was dedicated to “Smart Stores 24/7” and brought together over 500 visitors. The “Urban Innovation Hub” (uih!) is an innovation laboratory created in May 2023 in the pedestrian zone that offers everyone the opportunity to find out about new technologies in retail.



In the shop.box on the Heilbronn campus, we are researching future concepts for the retail sector

Retail Skills Network, RID Smart Stores 24/7:



Uih! Innovation Laboratory:



“NO TWO PEOPLE ARE THE SAME, NOR DO THEY EAT THE SAME”: PERSONALISED NUTRITION RESEARCH PROJECT

Several disciplines work in this field. The current state of research was initially gathered from a network of medicine, nutritional sciences, biology and technology. The group is also tracing the transfer to companies and consumers. A study programme is being prepared. Other objectives include individual health promotion, research into consumer behaviour and forecasts of future developments. The first congress focused on genetics and public health, among other things.



The research and organisation team of the 1st PersE Congress in Heilbronn

Personalised Nutrition:



Publication of Conference Proceedings:



DHBW AS A SOURCE OF INSPIRATION AND PART OF THE REGION

Heilbronn considers itself as a “Wissenstadt” (city of knowledge) – with Rector Prof. Nicole Graf on the board, the Wissenstadt Heilbronn association is a network of universities and research institutions. In the urban ecosystem, numerous integration seminars were initiated for organisations and associations, and projects were carried out for the municipal utilities, the Wuerttemberg Chamber Orchestra, the Haus der Familie and the Wine Village, among others. DHBW hosts the Women’s Business Days and is a member of the Network for Women in Leadership Positions. The key question in the “Swarm City” project is what needs to happen in Heilbronn for young people to settle here in the long term.



Practical student projects at DHBW Heilbronn revitalise the region

Swarm City Project:



City of Knowledge:



DHBW Karlsruhe



Students 3,129

Employees 274

Cooperative Partners approx. 1,000

Lecturers 1,088

Founding Date 1979

Schools Health Sciences, Engineering, Business

New Programmes **Applied midwifery** **Sustainable Science and Technology**



Further information
about DHBW Karlsruhe



Prof. Stephan Schenkel
Rector of DHBW Karlsruhe



IN STUDY & RESEARCH: SUSTAINABLE MATERIALS AND PRODUCTION PROCESSES IN FOCUS

Sustainability and digitalisation are becoming more and more important in industry and society. The new interdisciplinary programme "Sustainable Science and Technology" combines mathematical and scientific content with engineering content relating to sustainability. Sustainable materials and production processes are not only part of the programme curriculum, but are also one of the focal points of research at DHBW Karlsruhe, for example in the project "3D-ThermoCell: Thermoformable paper material as a plastic substitute."



ROBOTICS WITH AI SUPPORT IN INDUSTRIAL APPLICATIONS

At the end of January, entrepreneurs were able to experience the latest developments from Karlsruhe in the field of robotics at DHBW Karlsruhe. The Research Centre for Computer Science, Karlsruhe University of Applied Sciences and DHBW Karlsruhe demonstrated how the use of robots is becoming increasingly attractive for small and medium-sized companies thanks to the latest advances in technology. Questions were answered and valuable contacts were made during a relaxed exchange of ideas.



INTERNATIONAL SUMMER SCHOOL: 35 STUDENTS FROM 4 UNIVERSITIES AS GUESTS

As part of a short-term programme, 35 students from California, Canada, the UK and Ukraine were able to complete a two-week compact programme in Karlsruhe and the surrounding area. The participants were accompanied by around 20 DHBW "buddy" students, who offered an intercultural experience and accompanied the group to lectures, company visits and excursions. The lectures were held by lecturers from the participating universities, while the International Office of DHBW Karlsruhe was responsible for the overall planning of the visit.



DHBW Lörrach



Students	1,881
Employees	157
Cooperative Partners	approx. 750
Lecturers	491
Founding Date	1981
Schools	Business, Engineering, Health Sciences
New Programmes	Data Science and Artificial Intelligence Architechture



Further information
about DHBW Lörrach



Prof. Gerhard Jäger
Rector of DHBW Lörrach

DIGITALISATION AND INTERNATIONALISATION IN FOCUS

The Rectorate of DHBW Lörrach is complete again. Prof. Johannes Kern is the new Vice-Rector and Dean of Business, while Prof. Stefan Hess has been appointed Dean of Engineering. Both will provide important impetus in the areas of digitalisation and internationalisation. Prof. Kern brings with him extensive international experience and expertise in digital transformation. Prof. Hess strengthens the university with his expertise in the areas of innovation, research and transfer as well as with his trinational network.



DUAL ARCHITECTURE WITH A FOCUS ON SUSTAINABILITY IS CUTTING EDGE

The new architecture programme was launched in October 2023. It is the first dual degree programme in this traditional discipline in Germany. There is a high demand for young talent from Chambers of Architects, architects' offices and local authorities, and there is also great interest in this programme from school students. With its focus on sustainability and building with wood as a renewable material, the programme not only meets the high demand in the region, but also significantly enhances the portfolio of construction and sustainability programmes across DHBW.



ROLE MODEL FOR THEORY-PRACTICE TRANSFER: THE INNOPRENEUR CIRCLE

The role of the interdisciplinary and extracurricular Circle is to impart skills in innovation management so that they can be applied directly to real-life innovation cases. The recently certified student "Innopreneurs" presented some impressive solutions with a 3D printed prototype model, new customer segments and market analysis. The companies were impressed by this. Project manager Prof. Matthias Paul has succeeded in "preparing the students for advancing their partner company in the important area of innovation management". The Circle is a model for successful theory-practice transfer. See also: dhw-loerrach.de/innopreneurcircle.



DHBW Mannheim



Students 5,583

Employees 432

Cooperative Partners 1,181

Lecturers 1,657

Founding Date 1974

Schools Health Sciences, Engineering, Business

New Programmes **Medical Technology** **Data Science and Artificial Intelligence**

Computer Science with a focus on Machine Learning



Further information
about DHBW Mannheim



Prof. Georg Nagler
Rector of DHBW Mannheim



WE LET KNOWLEDGE GROW: DHBW MANNHEIM AT THE FEDERAL HORTICULTURAL SHOW 2023

“Growing knowledge together”: with more than 120 contributions over 128 days, DHBW Mannheim used BUGA 23 as a unique opportunity to publicise the university and the dual study model to (inter)regional and international visitors. The programme was as diverse as the courses themselves, ranging from electromobility, AI and digitalisation, to sustainability in teaching and research, to energies and technologies of the future. Cooperative Partners and other DHBW cooperation partners were also present.



UNIQUE LABORATORIES: CYBER SECURITY INTELLIGENCE LAB, DESIGN THINKING LAB

Only at the Mannheim location: by introducing the innovative laboratories in spring 2023, DHBW Mannheim expanded its laboratory landscape for a lively and very business-oriented theory-practice transfer. While the Cyber Security Intelligence Lab focuses on network and IT security and even actively simulates attack and defence scenarios to protect data, students in the Design Thinking Lab learn how to use design thinking to produce innovations, products and services.



WORLD CHAMPIONS COME FROM MANNHEIM: TIGERS TAKE GOLD FOR THE THIRD TIME IN A ROW

Without conceding a single goal in eleven (test) matches, the interdisciplinary student team TIGERs succeeded in bringing the world championship title in the RoboCup Small Size League to Mannheim in July 2023. Their intelligent robots not only impressed with their expertise in artificial intelligence, but also won the Technical Challenge for the highest number of passes in five minutes, the Small Size Excellence Award for special sporting spirit and the Best Paper Award for documenting their concepts, ideas and learning experiences.



DHBW Mosbach



Students 3,048

Employees 263

Cooperative Partners 1,139

Lecturers 1,054

Founding Date 1980

Schools Engineering, Business

New Programmes **Data Science and Artificial Intelligence** **New Study Computer Science**

Sustainable Management (SM) – Sustainable Management in Business

Sustainable Management (SM) – Sustainable Management in Technology

New Specializations **Management in Horticulture and Landscaping on the 'BWL – Retail'**

programme **Sustainable Production on the 'Mechanical Engineering –**

Process Engineering' programme



Further information about DHBW Mosbach



Prof. Gabi Jeck-Schlottmann
Rector of DHBW Mosbach



NEW CAMPUS DIRECTOR KIM LINSENMYER // THANKS TO SEON-SU KIM

Prof. Kim Tina Linsenmayer was elected Head of the Bad Mergentheim Campus with a large majority. She is the first person in the Mosbach management team to have studied at DHBW herself: Communications/Digital Media at DHBW Ravensburg. She succeeds Prof. Seon-Su Kim, who had guided the fortunes of the campus for an entire decade, securing endowed professorships and third-party funded projects and developing new courses. Professor Kim will be responsible for the BMBF project University Personnel and the DHBW Diversity Audit.



BUSINESS AND ETHICS AWARD FOR SUSTAINABILITY // NEW SUSTAINABLE STUDY PROGRAMMES

Sustainability will be taught even more intensively in new courses in the future: Sustainable Construction, Sustainable Production, Sustainable Management. However, the topic is already a fundamental part of study. For example, all six winners of the Business and Ethics Award, which was presented at the Academic Evening 2023, examined both business-related sustainability issues (sustainability reporting and carbon footprinting) and technical issues (reducing emissions with electric forklift trucks or the recyclability of plastics) in their Bachelor's theses.



NEW WORK, NEW STUDY: NEW TEACHING CONCEPTS IN FLEXIBLE SEMINAR ROOMS

DHBW Mosbach is one of four universities in Baden-Wuerttemberg taking part in the project "Innovative space solutions in university construction", which takes into account the state government's carbon neutrality target. Flexible space solutions are to be developed and tested here, taking into account the working, teaching and studying of the future. During the pilot phase, a Design Thinking room was created at the Mosbach campus. Modular seating, foldable tables and large screens enable the lecture room to be transformed into an interactive project workshop with a digital control centre in minutes.



DHBW Ravensburg



Students	3,402
Employees	274
Cooperative Partners	approx. 1,100
Lecturers	1,264
Founding Date	1974
Schools	Business, Engineering
New Programmes	Agriculture



Further information
about DHBW Ravensburg



Prof. Herbert Dreher
Rector of DHBW Ravensburg

AI UND COMMUNICATION

At the annual conference of the Centre for Empirical Communication Research (Zentrum für empirische Kommunikationsforschung, ZEK), the speakers examined the topic of "Innovations in communication: AI, VR etc. for effective language in business practice". The focus was on the way in which digital tools are revolutionising everyday business life, whether machines can replace people and the opportunities and risks of this development. The speakers agreed on one thing: people are needed at the interface



A LOOK INTO THE FUTURE

For ten years now, the Genussgipfel has aimed to provide impetus for an economical, ecological and enjoyable food culture. DHBW Ravensburg has co-hosted the event from the very beginning. A panel discussion focused on the future of the industry. The conclusion was straight to the point: we have to succeed in getting guests excited about good and sustainable products – and they have to value them. "Since 2012, the Genussgipfel has stood for dialogue about the future of food culture at the interface between enjoyment, responsibility and economic efficiency," said Peter Hauk, Minister for Food, Rural Areas and Consumer Protection in Ravensburg, on the occasion of the tenth Genussgipfel.



FASCINATED BY TECHNOLOGY

The Centre for Digitalisation and Electrification of Aerospace Systems (ZDEL) at DHBW Ravensburg addresses current research and development needs in aerospace technology. The endowed professorship of the Zeppelin Foundation plays a key role in this, as it enables DHBW to carry out research and to offer training that benefits from it. Current research and teaching projects were presented. One focus of the research work is the electric drivetrain, one of the major challenges in the transformation of aviation to sustainable flight. Together with renowned companies in the industry, DHBW Ravensburg sets standards for long-term cooperative research in this environment.



DHBW Stuttgart



Students	7,456
Employees	510
Cooperate Partners	approx. 2,200
Lecturers	3,047
Founding Date	1974
Schools	Business, Engineering, Social Work, Health Sciences
New Programmes	New Study Computer Science
New Certificate Programmes	Digital Health Management contact study programme



Further information
about DHBW Stuttgart



Prof. Joachim Weber
Rector of DHBW Stuttgart

A LONG-AWAITED MILESTONE: NEW FACULTY OF ENGINEERING BUILDING OPENED

On 17 May 2023, Finance Minister Dr. Danyal Bayaz and Science Minister Petra Olschowski handed over the new replacement building for the Faculty of Engineering at DHBW Stuttgart. The new building is located in the immediate vicinity of Stuttgart University and Stuttgart University of Applied Sciences along Lerchenstrasse on the edge of Stuttgart city centre. The proximity to the other universities has created a campus in a central location at the Stadtgarten.



New building for the
faculty of engineering:



DHBW RESEARCH DAY IN STUTTGART

The DHBW Research Day on 6 July 2023 focused on the topic of "Shaping sustainability: Society, Health, Technologies and Markets" and took place this year at DHBW Stuttgart. Around 300 participants benefited from a diverse programme that reflected all facets of research at DHBW – including keynote speeches by top class speakers from science and industry, sessions on the Sustainable Development Goals (SDG), a poster exhibition with poster slam and exciting laboratory tours.



DHBW
Research day:



NEW PROGRAMME: DIGITAL HEALTH CONTACT PROGRAMME

In recent years, there have been many technical innovations in the digitalisation of the healthcare sector. There is a need for comprehensive skills training in the field of digital health for all employees in the healthcare sector. It is precisely this demand and this development that the Digital Health contact study programme is now addressing. Under the motto "Digital expertise in healthcare as a mission", all Cooperative Partners are offered a permanent training opportunity for their employees.



Contact study programme
at DHBW Stuttgart:



"Digital Expertise
in Healthcare as a
Mission":



DHBW Villingen- Schwenningen



Students	2,359
Employees	160
Cooperative Partners	approx. 950
Lecturers	809
Founding Date	1975
Schools	Business, Social Work
Programmes	Social Economy celebrates 25th anniversary



Further information
about DHBW Villingen-Schwenningen



Prof. Ulrich Kotthaus
Rector of DHBW Villingen-Schwenningen



PRACTICAL SCIENCE – SCIENTIFIC PRACTICE

Under the title “Industry in Regional Structural Change”, the specialist event Future Forum is promoting dialogue between education, business and politics for the 5th time. (10/22) | Prof. Daniela Steenkamp is supporting the state capital Stuttgart in the implementation of the first action plan under the title “Child-friendly Community - Local Implementation of the UN Convention on the Rights of the Child 2020 to 2022”. (12/22) | Six graduates receive prizes for their outstanding Bachelor’s theses in “Business Administration - Banking” and “Business Administration - Technical Management” (2/23) | Students support the Caritas and Diakonisches Werk associations in the Schwarzwald-Baar district in developing a concept for the “Stable Finances” project for families at risk of poverty. (4/23)



Image: Annika Honacker

BEYOND NATIONAL BORDERS

Students from seven DHBW locations are traveling to the long-standing partner university German Jordanian University. Coordinated by DHBW Villingen-Schwenningen, they are attending courses on “Sustainability” as part of the Intensive Study Programme. (3/23) | Representatives of European partner universities meet during the 5th International Week in Villingen-Schwenningen and discuss inter-university projects and possible collaborations. (5/23) | International network expanded with partner universities in South Africa and Spain. (2023) | Successful English-language programme “Current topics with international lecturers” enters its third round. (4/23)



Image: Felix Trinkwalder

YESTERDAY AND TODAY, FOR TOMORROW.

StuV sets up a “gift shelf” for students. (2/23) | With its new print campaign “Words hurt”, the A-Team draws attention to verbal violence and raises awareness of the need for a conscious use of language. (6/23) | Prof. Steffen Arnold takes office as Vice-Rector and Dean of the Faculty of Social Sciences (7/23) | The “Social Economy” programme celebrates its 25th anniversary. (7/23) | Cooperative Partner Conference of the Faculty of Business reflected current developments and needs of DHBW, companies and businesses. (6/23)



Image: Annika Honacker

DHBW Center for Advanced Studies



Students	1,367
Employees	112
Lecturers	525
Founding Date	2014
Schools	Engineering, Business, Social Work, Health Sciences
New Programmes	Executive Engineering Civil Engineering Entrepreneurship Advanced Practice in Healthcare
New Certificate Programmes	Strategic IT-Management and Digital Leadership Artificial Intelligence for Digital Markets Business Process Management Energy Efficiency and Sustainability Education for Teachers in Health Professions Executive Engineering and over 15 other new certificate programmes



Further information
about DHBW CAS



All further training courses
offered by DHBW CAS



Prof. Boris Alexander Kühnle
Director of DHBW Center for Advanced Studies



HANDING OVER THE BATON AFTER SIX YEARS: PROFESSOR KÜHNLE IS THE NEW DIRECTOR

Prof. Joachim Frech worked as Director of DHBW CAS for six years, building the foundations that have made its academic training pioneering in the university landscape far beyond Baden-Wuerttemberg. Prof. Boris Alexander Kühnle succeeded him on 7 December 2022 with a symbolic handover of the baton. The former Dean of the Faculty of Economics has set himself the task of positioning the topic of lifelong learning even more successfully in the marketplace. To this end, he is currently visiting all locations on his "Tour de Länd".



Prof. Joachim Frech (left) and Prof. Martina Klärle (right) pass the baton to his successor, Prof. Boris Alexander Kühnle (centre).
Photo: Matthias Poetzsch

AFTER CORONAVIRUS: BIG CELEBRATION FOR THE ALUMNI

The graduates had to wait a long time for their graduation ceremony to take place due to the coronavirus pandemic. DHBW CAS made up for this last summer with around 500 guests: In bright sunshine, the former Master's students enjoyed an evening hosted by poetry slammer Rainer Holl. A BMX artist impressed with his tricks, while live bands provided the background music. The racing car of the Formula Student Team CURE Mannheim was on display – an example of successful theory-practice transfer at DHBW.



Photo: Matthias Stark

ISO G BW: CABINET EXTENDS FUNDING PERIOD

The Intersectoral School of Governance (ISoG BW) was established in 2019 with the aim of strengthening cooperation between business, politics and civil society and developing sustainable solutions for intersectoral challenges such as mobility, health and integration. It is located at DHBW CAS. Thanks to the positive experience, the funding partners – the state of Baden-Wuerttemberg, the Dieter Schwarz Foundation, Südwestmetall and the Robert Bosch Foundation – decided in April to extend the funding contract.



Photo: Bernd Vonau

DHBW international

Trend in mobility figures

The mobility figures for incoming and outgoing students in the theory phase in the 2021/2022 academic year have recovered significantly since the end of the coronavirus pandemic, although they have not yet reached pre-crisis levels. For example, 339 international students came to DHBW for one semester, while 29 students took part in short-term programmes. 857 DHBW students spent a semester abroad and 134 DHBW students took part in a short-term programme. The balance between incoming and outgoing mobility is clearly in favour of DHBW.

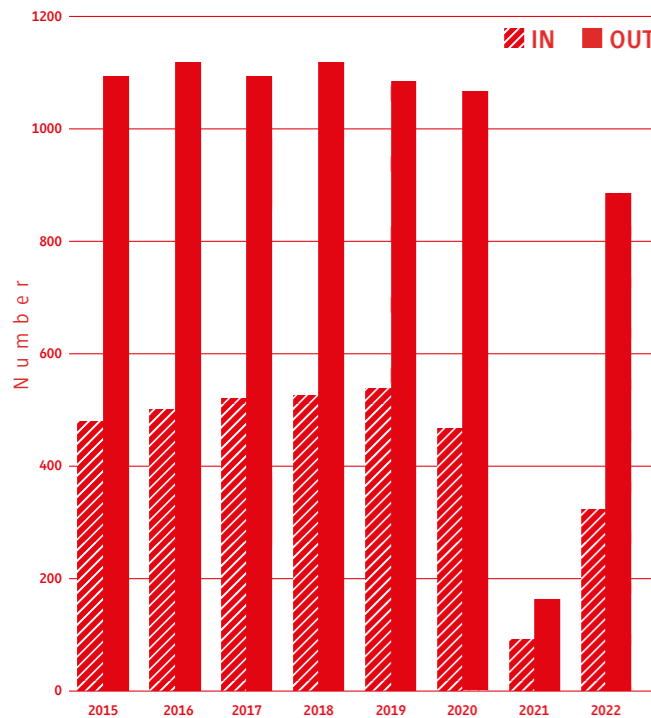


Fig. Number of international students at DHBW

DHBW Reception

The Annual Conference of the EAIE (European Association for International Education) took place in Rotterdam from 26 to 29 September 2023. With over 6,000 participants from 90 different countries, this conference is one of the largest and most important higher education events in the world. In addition to numerous lectures, training opportunities and university visits, the event also included a comprehensive trade fair with 200 exhibitors. Since 2014, DHBW has also organised a reception as part of the conference, the aim of which is to establish new partnerships and intensify existing contacts. The DHBW President welcomed over 120 invited guests from almost 30 countries and emphasised the strategic goals of DHBW in her welcoming address.



More about the Central International Office

By expanding international cooperation and the exchange of students and lecturers on a global level, DHBW aims to promote intercultural skills among students. DHBW attaches great importance to offering students a wide range of opportunities to gain experience abroad, whether in the form of study semesters, short-term stays or internships abroad. DHBW also promotes intercultural dialogue and knowledge transfer by establishing close partnerships with renowned colleges and universities around the world. This holistic approach to university internationalisation helps to give DHBW graduates the best preparation for the global labour market and increase their competitiveness.

Intercultural certificate

In October 2022, an intercultural certificate was introduced at the Baden-Wuerttemberg Cooperative State University (DHBW), offering every student the opportunity to develop their intercultural skills and have them certified. The intercultural certificate is open to all DHBW Bachelor students, regardless of their programme or School. With more than 150 certificates applied for, it has already garnered great interest in its first year. The purpose of the intercultural certificate is to increase students' interest in international activities and stays abroad. By developing their intercultural skills, students are encouraged to gain international experience, be it through a semester abroad, practical semesters abroad or cultural programmes at DHBW. The intercultural certificate is part of the university's internationalisation strategy. The international dimension of DHBW is being underlined more strongly and made accessible to students from all disciplines. Emphasis is placed on the university's commitment to the acquisition of intercultural skills, and international networking of students is promoted.



University Abroad: Spain

Intercultural courses are an ideal way for DHBW students to prepare for experiences abroad. In addition to the regular exchange programmes of the International Offices, the Central International Coordination Office has been organising short-term study programmes since 2017, aiming to strengthen the intercultural skills of graduates and further promote the cohesion of DHBW as a university. The programme was previously supported by the DHBW Foundation; this year, for the first time, the programmes were also funded by the student body (quality assurance funds). The short-term study programme is being held in the Basque region of Spain in cooperation with Mondragon University from the EU4Dual network. The programme aims to provide students with intercultural and language skills. The students take part in company visits, with regional cooperatives providing particularly interesting points for discussion. Excursions to the region are also planned, including to Bilbao and the Guggenheim Museum, in order to offer students a broad cultural experience. This year, 25 students were selected from 64 applications for the short-term study programme. The high demand for the programme demonstrates the enormous student interest in this kind of short-term programme abroad. We are proud to be able to offer our students this valuable international experience. Another short-term programme in Mexico is planned for November in collaboration with Tec de Monterrey.

We are European University

EU4Dual – what's behind it?

EU4Dual is an alliance of European universities – the only network of cooperative universities in the European Union. The aim of the alliance is to define quality standards for dual study programmes in the EU. As a worldwide reference for high-quality dual courses, EU4Dual aims to disseminate the dual courses and intensify international dialogue.

Other goals include:

- Student mobility
- Tutor mobility
- Employee mobility
- Joint teaching and research projects

Joint projects in teaching, research, further training and transfer are intended to help tackle Europe's major challenges such as decarbonisation and digitalisation.

In addition to the joint research projects, the most important projects in the coming years will include further training opportunities with so-called micro-credentials (compact teaching content). In addition, there are plans to develop Master's degree programmes on the topics of "Future of Work", "Green Economy" and "Healthy Living", which will be offered by all partners and enable students to obtain a dual degree from two universities.

EU4Dual



“ My goal is to increase the number of international students starting a degree programme at DHBW from around 3% today to 10% in the winter semester 26/27.” ”

PROF. MARTINA KLÄRLE
President



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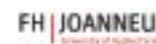
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Study, teaching and quality management

INTERVIEW WITH

Prof. Doris Nitsche-Ruhland,
Vice President for Quality Management
and Accreditation



CONGRATULATIONS ON YOUR ELECTION AS THE NEW VICE PRESIDENT FOR LEARNING AND TEACHING. WHAT WILL CHANGE FOR YOU WITH THIS NEW TASK AND WHAT WILL CHANGE FOR THE UNIVERSITY?

I am looking forward to my new task and the responsibility that comes with it. I have been associated with the university for a very long time and, as a part-time member of the Presidium, have been responsible for the areas of quality and accreditation for several years. The experience I gained from the many roles and tasks I undertook prior to becoming a member of the Presidium have shaped me. These include Programme Director, Sub-Committee Chairperson, VMDH Board Member, Equal Opportunities Officer and committee work in the Expert Commission and Senate. I am therefore familiar with the new areas of teaching, learning and the student life cycle (SLC), for which I was also responsible on an interim basis from 2017-2019. As a former Programme Director and through my previous activities, I have always been closely involved in it. Besides, my work has always involved a large number of cross-connections and tasks at the interface between teaching and quality management. So it's not so much that a lot is new, it's more that the number of tasks has grown.

THERE'S CERTAINLY A LOT THAT'S NEW IN YOUR NEW AREA OF RESPONSIBILITY – WHERE DID YOU START?

I'm currently getting an overview of the numerous teaching and learning projects at DHBW. My main aim here is to ensure the results from these projects can be implemented or used for university teaching in the long term. We also need to look at key processes, procedures and documents relating to the student life cycle and reorganise courses to make better use of synergies, while maintaining our approach of intensive support. I am delighted that a position will be created for this area of responsibility in the Teaching and Studies Department from September. I will also be responsible for all teaching statutes in future. In particular, I would like to mention the establishment of a DHBW StuPro for all fields of study, which is due to come into force on 1 October 2024. I am also pushing ahead with the topics of quality and accreditation. Right at the beginning of my term of office, we carried out an institutional evaluation focusing on Master's degrees and research. The auditors gave us good marks in both areas during the two-day inspection. We are now looking forward to the detailed report.

WHAT ARE YOUR SHORT-TERM GOALS?

The Cooperative Partner Award ceremony is coming up in October, and we recently selected the Cooperative Partners who will be nominated. In the winter semester of 2023, we will begin to develop a mission statement for teaching at DHBW. Although we have taken a large number of resolutions to date, we have not yet developed a mission statement with all the stakeholders.

WHAT ARE YOUR LONG-TERM GOALS?

My long-term goals are system reaccreditation in 2026 and the reorganisation of study programmes. System accreditation provides us with the opportunity to review our programmes ourselves and to develop them more quickly. I have been successfully supervising and developing the quality management system required for this with my team for several years now. One long-term task is to relieve Programme Directors and degree programme secretariats of administrative tasks. In order to do this, it is important to me to involve and integrate many of the university's stakeholders. We need to make the position of Programme Director more attractive so those who hold it are able to concentrate on their core tasks, such as the quality of teaching and communication with students, lecturers and Cooperative Partners. I will be proposing measures and coordinating them within the university to determine where and how we can streamline tasks in certain areas and standardise and digitalise university-wide processes and procedures in the student life cycle. I always aim to include the topics of equality and diversity in all of these issues, as we benefit from them as a university.

HOW MIGHT COURSES DEVELOP IN THE FUTURE, AND HOW WILL THE TOPIC OF DIGITAL TEACHING BE INTEGRATED?

The digitalisation of society and the goal of a sustainable world are also reflected in what we offer. In addition to new digitally oriented programmes, fields of study and specialisations at DHBW, existing programmes are being enhanced with topics such as Embedded IT, Industry 4.0, Data Science, Big Data and Artificial Intelligence. DHBW is responding to current challenges, such as the climate neutrality of products and services, and the establishment of a more circular economy, by offering new programmes such as "Sustainable Construction" and "Sustainable Science and Technology". At the same time, aspects of sustainability are also being added to existing programmes, for example, by having students work on sustainability issues in class projects or by teaching them future skills that are relevant to social change in companies. We continue to see ourselves primarily as an on-campus university with a focus on intensive study programmes. At the same time, we have also explicitly accredited a course with a high proportion of online content, in the form of the New Study Computer Science pilot programme. In addition, we are currently working on a regulation that is

in line with accreditation requirements that provides scope for online teaching and online learning to replace classroom teaching.

ARE STUDENTS ALSO CHANGING, AND HOW SHOULD DHBW RESPOND TO THIS?

In the future, there will be a greater need for opportunities that allow students to study in an individual and flexible way. We expect to see a greater demand for the recognition of modules from stays abroad at other universities. Digital teaching formats will play a greater role in this. Micro-credentials (units of study below modules) will also increasingly have a place at our university. Participation in the EU4Dual network with nine other European universities will lead to further exciting opportunities – there will be a comprehensive report on this in the next annual report.

YOU ARE A COMPUTER SCIENTIST – WHAT ARE YOUR VIEWS ON THE CURRENT DEVELOPMENTS IN THE FIELD OF AI (KEYWORD CHATGPT)? SURELY THIS WILL ALSO HAVE AN IMPACT ON TEACHING?

AI-supported writing tools present both a challenge and an opportunity. At DHBW, we must of course teach our students the skills they need to use the tools, but also point out the limits and dangers. However, we also need to have suitable concepts in place so that our large number of teaching staff can teach these skills. In order to create more clarity and transparency in the use of AI tools, we need broad and sophisticated coordination within the university. AI tools will have a major impact on assessment in particular, as a return to exams cannot be the answer to this challenge. This may also differ from assessment to assessment or between fields of study. For example, learning objectives such as source critique, critical thinking and media skills can be practised with AI-generated results. In the future, the existing forms of assessment (e.g. assignments) will require additional components with a stronger emphasis on reflection and focus on skills. These may include additional oral examinations or colloquia or assessment tasks that focus on comparison and evaluation. Reflecting. Skills-based assessment is becoming even more important. Our dual study programme and the students' practical experience provide us with a good basis for this.

THE STATE OF BADEN-WUERTTEMBERG IS UNDERGOING STRUCTURAL CHANGE. WHAT DOES DHBW OFFER COMPANIES?

DHBW will increasingly develop into a place of lifelong learning. The dual nature of our courses and content makes us attractive to companies, especially SMEs, both in the area of initial academic training and for the further training needs of specialists and managers. Last year, we developed a certificate framework that regulates DHBW certificate programmes at Bachelor’s and Master’s level. And we participate in the state-wide Weiter.mit.Bildung@bw programme for further vocational training. Two specialist and regional networkers funded by the programme are currently supporting DHBW in developing its further training opportunities for organisations and companies across the country. The certificate programmes at DHBW currently consist of accredited modules, but in the future we will also develop quality assurance tools for further training opportunities. Next year we will also be seeking certification of our further training opportunities so that we can use this seal of quality to show our excellence to the outside world.

WHAT CHALLENGES DO YOU SEE?

The biggest challenge at the moment is the lack of secure funding at DHBW. We have a large deficit due to slightly declining student numbers and the resulting reduction in basic funding. We were able to invest less than we wanted to, for example, in digitalisation projects. The low proportion of full-time lecturers is also critical, although this is offset by the huge commitment of our teaching staff. We are continuing to increase the number of appointments despite a reduction in financial resources. We are hoping for financial relief and more room for manoeuvre as student numbers grow in the future and, in the longer term, better funding through the forthcoming University Funding Agreement. In addition, there are now a growing number of private and state universities that offer the dual study model and are of interest to companies and students. We need to place even more emphasis on the distinctive features and success factors of the dual study programme at DHBW and communicate them externally.

WHY SHOULD SOMEONE STUDY AT DHBW AND NOT AT ANOTHER UNIVERSITY?

The special features of the dual study programme at DHBW are that we continuously and consistently combine academic studies with application-based learning in the working world, we offer intensive support to all stakeholders and we teach in small groups. The results of the graduate study conducted by the Institute for Applied Statistics (ISTAT) also confirm the quality of our courses and the excellent career prospects offered to our graduates. The quality hallmarks of our DHBW are that students are well integrated, the drop-out rate is very low and students have an above-average income during their studies.



NEW STUDY PROGRAMMES FROM OCTOBER 2022

- Engineering**
 - Medical Technology
 - Sustainable Science and Technology
- Business**
 - Agriculture
- Master's**
 - Executive Engineering
 - Civil Engineering
 - Advanced Practice in Healthcare
 - Entrepreneurship
 - Business Information Systems recredited and realigned

NEW STUDY PROGRAMMES FROM OCTOBER 2023

- Engineering**
 - Architecture
 - New Study Computer Science
- Business**
 - Sustainable Management
 - Data Science and Artificial Intelligence
 - Specialism in Business and Tax Law on the Accounting Tax Business Law programme with a Bachelor of Laws (LL.B.)
- Master's**
 - Computer Science recredited and realigned
 - Electrical Engineering and Computer Science recredited and realigned
 - Sales renamed as Sales and Negotiation
 - Social Planning renamed Planning and Coordination in Social Work

PLANNED PROGRAMME ACCREDITATION

- Health**
 - Personalised Nutrition and Digital Health
 - Nursing (Primary Qualification)
 - New specialisms on the Medical Engineering Sciences programme
- Engineering**
 - Reaccreditation of almost all Bachelor's degree programmes
 - Specialisms on the Data Science and Artificial Intelligence programme with a technical profile
 - Computer Science - Artificial Intelligence; Electrical Engineering and Information Technology - Infotronics; Mechanical Engineering - Technical Building Services (new from 2024, already accredited)
- Business**
 - Specialisms on the Data Science and Artificial-Intelligence programme with a business profile
- Master's**
 - Intensive Care (new from April 2024, already accredited)
 - Transcultural Trauma Education (new from October 2024)

Further training: Setting out for tomorrow

Further training opportunities
and more



INTERVIEW WITH

Prof. Boris Alexander Kühnle
Director of DHBW
Center for Advanced Studies



MR. KÜHNLE, WHEN WAS THE LAST TIME YOU LEARNT SOMETHING NEW?

I can tell you exactly: on Thursday of last week.

THAT'S VERY PRECISE. WHAT WAS GOING ON?

I was able to visit the training centre of our important Cooperative Partner Schunk in Lauffen am Neckar, together with my colleague Andreas Föhrenbach, The technical and economic advantages of the chunk developed by Schunk many decades ago were explained to me. And you know what? Although I never had a Fischer construction kit as a child, I was immediately fascinated by it and I understood it, at least I think I did. Then I said to myself: "I think I'm finally discovering my interest in engineering in my old age!" You see, that's exactly what happens with learning. It depends on three things: curiosity, motivation and someone who gets you excited about a topic.

THIS IS YOUR PERSONAL TRAINING EXPERIENCE. BUT WHAT DOES FURTHER TRAINING MEAN AT DHBW?

For us at DHBW, further training means supporting curious people through their lives and offering them the right courses. We want to be the Savile Row of further training and skills: tailor-made courses for every career step, from career entry to the end of working life. And even beyond that, if need be.

YOU'LL HAVE TO EXPLAIN THAT.

With pleasure. It starts in the traditional way with the dual study programme, i.e. from Bachelor's to Master's degree. We are already very well positioned in this area. However, we can utilise our expertise even better: for tailor-made courses that meet the individual needs of our Cooperative Partner companies and their employees. Think of subject-specific certificate programmes, individually bookable modules and seminars, micro-credentials and tailor-made corporate learning. We provide lifelong support, because the needs of employees, companies and organisations change over time. We see these needs increase every day.

WHY IS THAT?

Not least because of current social transformation processes, be it the advancement of digitalisation, the increasing importance of sustainability or demographic change. Many areas of life are currently changing and with them the qualification requirements in the labour market. At DHBW CAS, the figures speak for themselves: 1,563 students are currently completing a Master's degree programme with us. And the area of certificates and further training is growing: last year, 919 events were booked.

WITH THESE INCREASING DEMANDS: WHAT DO YOU SEE AS YOUR ROLE IN THE COMING YEARS?

We want to and must continue to develop DHBW as a partner for lifelong learning. Further training offers many opportunities, and we need to make the most of them – not for our own sake, but for the future of the country. This means that we are able to accurately identify and manage further training needs, be they professional, personal or even regional, and develop tailor-made solutions that are seamlessly integrated into everyday life at DHBW. In this way, we are working on specific operating models for further training activities, with a particular focus on regional connection.

We pay close attention to the specific requirements and developments in the different regions of the country and in our industries, in order to act as both a link and a coordinator. In short: we are working for tomorrow!

STUDY, SEMINARS, CORPORATE LEARNING: THAT'S A COLOURFUL BOUQUET OF SKILLS.

These are a given in a diverse "shop" like ours. To use the language of my neighbourhood in Heilbronn: we are a full-range supplier – and proud of it! In addition to the Master's programme and the certificate programmes and seminars, we also have the Intersectoral School of Governance under our roof, which teaches specialists and managers how to bridge the gap between theory and practice. The same applies to the Centre for University Didactics and Lifelong Learning, which supports DHBW students, lecturers and staff on their educational journey. In recent years, i.e. since DHBW CAS was founded almost a decade ago, we have established ourselves as an important part of DHBW.

A LOT HAS ALSO HAPPENED AT MANAGEMENT LEVEL IN THE PAST YEAR, NOT LEAST FOR YOU.

Yes, you're right. There was a transition at our campus. I have held the position of Director of DHBW CAS since autumn last year, after Joachim Frech handed over the baton to me after six successful years in office. It was a moving moment because DHBW CAS, which was founded in 2014, is now in a leading position in the field of academic training thanks to Joachim Frech. In autumn, we will also be welcoming Conny Mayer-Bonde, who will take over from me as Dean of the School of Business. I am delighted that we have been able to bring them on board and we are now working together at full pace to raise the profile of DHBW and, above all, make it effective as a partner for lifelong learning in all areas.



Research, Innovation and Transfer

INTERVIEW WITH

Prof. Dr. Martina Klärle,
President DHBW,
you represent the field of research



MS. KLÄRLE, YOU HAVE HELD THE OFFICE OF DHBW PRESIDENT SINCE 2022. HOW WOULD YOU CHARACTERISE YOUR DHBW IN TERMS OF RESEARCH, INNOVATION AND TRANSFER?

Our brand essence and thus also the character of DHBW is COOPERATIVE and REGIONAL, and that is exactly how we conduct our research. We conduct cooperative research together with our 9,000 Cooperative Partners and we conduct regional research at 12 locations throughout Baden-Wuerttemberg. All of our study academies, even the smallest ones such as those in Bad Mergentheim in the north and Friedrichshafen in the south, are home to global companies and hidden champions with their own research questions.

WHAT IS SPECIAL ABOUT RESEARCH AT DHBW, WHAT ARE ITS STRENGTHS?

Our university's regionality is what gives our research and innovation its strength, as many new ideas are created locally in our Cooperative Partners' development departments. In a symbiosis of science at DHBW and practice on the part of the Cooperative Partners, we are the regional innovation ecosystems that make up the state of Baden-Wuerttemberg. Another strength lies in the close integration of teaching

and research. Due to the practical nature of teaching, many research questions are already intuitively addressed here. Our lecture rooms are real laboratories. We are a reliable knowledge and transfer partner, especially for small and medium-sized enterprises (SMEs) that do not have their own research and development departments. In this way, we support SMEs in their research and development work.

WHAT DO YOU THINK THE COOPERATIVE PARTNERS EXPECT FROM DHBW IN TERMS OF RESEARCH, INNOVATION AND TRANSFER (RIT)?

Society as a whole is undergoing a major transformation. On the one hand, there is a great deal of uncertainty, but on the other hand there is also a spirit of optimism. Sustainability and AI are the new must haves. That's why a lot of our partners, and especially SMEs, are getting into research (more so than 10 years ago). They expect us to be a reliable knowledge partner who supports them, both nationally and internationally.

HOW DO INTERNATIONALISATION AND RIT GO TOGETHER AT DHBW?

Many of our Cooperative Partners operate internationally. For our major partners such as Mercedes, BOSCH and SAP, internationalisation has always been a must. As a result of globalisation, smaller SMEs with 15 employees now also have international locations, e.g. in the USA or Asia. And with the big ones, the dimensions are changing: one of our founding fathers, Mercedes-Benz, is currently building its largest site in China. Through our research in particular, we want to help companies recognise which issues will become relevant in the future. The Cooperative Partners help us to develop our teaching concepts with their research questions.

WHAT DO YOU THINK WILL BE THE RESEARCH QUESTIONS THAT WE WILL NEED TO ANSWER IN THE FUTURE WITH OUR COOPERATIVE PARTNERS?

Basically, these will be issues that can be recognised in social megatrends, e.g. the new developments in the area of cyber security. After all, both companies and social organisations and we as a country must be able to defend ourselves against attacks on the Internet, and this requires not only specialists but also the latest technologies. Of course, the development and responsible use of artificial intelligence is both hype and a development opportunity. It is still important to be ahead of the curve. The questions are diverse and interdisciplinary, e.g. how can AI also be used in care?

SPEAKING OF INTERDISCIPLINARITY, WHAT INTERDISCIPLINARY APPROACHES ARE PURSUED IN RESEARCH AT DHBW?

In addition to the aforementioned developments in digitalisation and internationalisation, two other interdisciplinary areas are particularly important: sustainability and diversity.

Our aim is to create a strong link between research funding and these topics, as almost all research work, if properly designed, can advance sustainability or diversity and thus benefit society.

By considering interdisciplinary topics such as digitalisation, internationalisation, sustainability and diversity in particular, the transfer of knowledge from science to practice and vice versa is guaranteed to succeed.

WE OFTEN HEAR YOU SAY THAT DHBW IS THE NUMBER 1 TRANSFER UNIVERSITY. WHAT DO YOU MEAN BY THAT IN THE CONTEXT OF RESEARCH?

If we take a look at the coalition agreement of the current federal government, we can answer this question in a different way. In recent decades, the federal government has provided very strong and also one-sided support for excellence in basic research. I am very happy that this is now changing. The words from the German government's coalition agreement read like a description of DHBW's brand essence: "Our aim is to strengthen application-oriented research and transfer in order to create and strengthen regional and supra-regional innovation ecosystems (...). We will create

Continues overleaf →



temporary and spatially limited experimental spaces in which innovative technologies, services and business models can be tested under real conditions.” This is why the federal government has founded the German Agency for Innovation and Transfer (Deutsche Agentur für Innovation und Transfer, DATI), which will provide extensive funding for transfer over the next few years. We have been waiting impatiently for the DATI and are delighted that it is now in the starting blocks. We were able to generate 25 applications in the first DATI pilot tender. It simply fits like a glove. To the best of my knowledge, there is no other university in Germany, possibly even in the world, that is contractually linked to 9,000 Cooperative Partners and represents transfer through teaching and research over an entire federal state. No other university does this as rigorously as DHBW – and we’ve been doing it for 50 years – and that rightly makes us the No. 1 transfer university.

MS. KLÄRLE, YOU HAVE NOT MADE ANY MENTION OF THE RIGHT TO AWARD DOCTORATES. MAY WE ASK WHY?

Yes, I discussed with the Minister of Science, Ms. Olschowski, during her initial visit in May 2023 that we would present a detailed plan for the important issues, and that will be in June 2024.

WHAT WOULD YOU LIKE TO SEE HAPPEN AT YOUR DHBW FOR THE ANNIVERSARY YEAR 2024 IN TERMS OF RESEARCH?

The state of Baden-Wuerttemberg created its own new type of university 50 years ago. It was a very courageous thing to do, and DHBW’s success in teaching and further training speaks for itself. It is no coincidence that we are the largest training unit in the state of Baden-Wuerttemberg and have been the largest university in the state in terms of student numbers for a whole decade.

By founding DATI and focusing on the transfer from science to practice and vice versa, I hope that my DHBW will also be recognised and supported at a national level as a transfer university that is keeping pace with the times.



Research, Innovation
and Transfer

Legal notice

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