



COMMUNICATION ON  
PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

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## MESSAGE FROM THE RECTOR OF THE IUBH

Dear Reader,

We herewith present our third report - Communication on Progress (COP) – within the United Nations Global Compact Framework - since signing our commitment in December 2011. It shows some of our activities and initiatives during 05/2018 – 04/2020 and reflects our ongoing commitment to the UNGC as well as a number of recent academic challenges. This document is a key component of our commitment to the UN Global Compact and its well-known 10 Principles, deriving from: the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption. We are delighted being a part of the world's largest corporate sustainability initiative within the United Nations Global Compact framework. We are also proud of being a member of the PRME D-A-CH chapter since almost 6 years.



The IUBH is one of Germany's leading private universities, preparing students for international careers in service management at 12 Sites in total from winter semester 2017/18 including three new Sites in Hanover, Dortmund, Nuremberg up and running in October (Dual Studies) - as well as various opportunities to combine work and studies due to our Distance Study programmes. Additionally we offer tailor made educational programmes for corporate companies.

We consistently achieve high ratings in assessment measures, including top marks in the CHE-Ranking 2014 in all relevant categories. Multiple awards, such as five FIBAA premium seals prove the excellent quality of our study programmes. We are also proud of having received top results in the categories "Overall Study Conditions" (Grade 1.6) and "International Orientation" (10/11) in the current CHE Ranking.

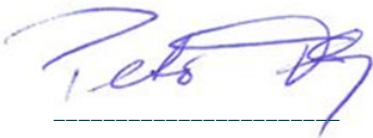
In 2019, we redefined our vision, values and strategy as follows:

1. **Innovative:** We are always looking for new ways to improve our offers for our customers.
2. **Courageous:** We make courageous decisions and take calculated risks.
3. **Getting things done:** We implement things quickly, pragmatically, effectively and goal-oriented.
4. **Customer-focus:** In everything we do, our customers come first.
5. **Cooperative:** We aim for the best solution as a team and have fun with it – without ego or politics.
6. **Empowering:** We support each other's development to become the best version of ourselves.
7. **Modest:** We recognise our limits and always expect more from ourselves than from others.

We fully support the voluntary initiative based on CEO commitments within the above-mentioned framework to implement universal sustainability principles and to take steps to support UN goals. This report shows some examples of work being done in our university and we look forward to deepening this engagement as we steadily grow and move forward.

Enjoy reading!

Sincerely yours



Prof. Dr. Peter Thuy  
Rector & CEO

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## OUR COMMITMENT TO THE 10 PRINCIPLES OF THE UN GLOBAL COMPACT

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We fully agree that corporate sustainability starts with a solid value system and a principled approach to doing business, operating in ways meeting fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption. Responsible businesses enact the same values and principles wherever they have a presence, knowing that good practices in one area do not offset harm in another. By incorporating the Global Compact principles into strategies, policies and procedures, establishing a culture of integrity, we are not only upholding their basic responsibilities to people, but also setting the stage for long-term success. Herewith we add our name under every single Principle:

### HUMAN RIGHTS

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

### LABOUR

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The IUBH is delighted to submit this Communication on Progress for the United Nations Global Compact (UNGC). As a university of applied sciences, we are proud that our values of freedom, justice, truth, human rights and collective effort for the public good are at the heart of our institutional mission.



## HUMAN RIGHTS

*Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and*

*Principle 2: make sure that they are not complicit in human rights abuses.*

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Herewith, we fully agree to support and respect the protection of internationally proclaimed human rights and to make sure that they are not complicit in human rights abuses, understanding them as inalienable fundamental rights "to which a person is inherently entitled simply because she or he is a human being," and which are "inherent in all human beings" regardless of their nation, location, language, religion, ethnic origin or any other status. In this context, we fully support the Universal Declaration of Human Rights.

The respect, consideration and promotion of universal human rights are an integral part of our daily work. Discrimination based on gender, age, religion, cultural affiliation, disability or social origin is prohibited.

This is initially taken into account in our mission statement, which was developed in 2017 in a participatory process involving all members of the university. Among other things, it states "We treat each other with respect and esteem." Our vision and mission shape the daily actions of all employees:

**Mission:** "We enable our students to achieve the best possible study results through tailor-made, individual offers and innovative technological support based on the current state of research and teaching, in order to be able to successfully compete in their careers. We support our corporate partners in the best possible way to achieve their goals".

**Vision:** "The IUBH is the most innovative and qualitatively leading provider of career-oriented study and further education programmes for students and companies in Europe. As a pioneer in the digitalization of career-related learning and human resource development, we improve learning success sustainably, efficiently and measurably compared to all competitors and distinguish ourselves with application-oriented research".

Based on this mission statement with integrated mission and vision, various concepts and functions have been developed.

### **We established an equal opportunities officer.**

Equal access to life chances, equal opportunities, was already a topic at the IUBH even before the university developed a concept of equality. An indicator: Of the 202 professors (as of October 2019), 70 are female. This corresponds to a share of 35% and is thus significantly above the average of other German universities (24.1%). In 2015, this proportion was still just under 31% at IUBH. In addition, the university has made it easier for its academic and non-academic staff to reconcile work and family life from the very beginning. This includes flexible working hours, home office and the possibility to switch to part-time work for a certain period of time. With the development of an Equal Opportunities Concept 2017/2018 and the inclusion of the Equal Opportunities Officer in the Basic Rules, these measures have also been written down in a generally valid form. As part of the university's self-administration, the Equal Opportunities Officer is appointed by the Vice-Chancellor for a period of three years. The task of the Equal Opportunities Officer is to ensure the guidelines and contents of the Equal Opportunities Concept adopted by the Senate to ensure equal opportunities for all members of the IUBH International University and to further develop the Equal Opportunities Concept. The equal opportunities officer pays particular attention to

- to uphold and strengthen the principle of equal rights and equal opportunities for men and women as enshrined in Article 3(2) of the Basic Law,
- the protection of all members of the university against sexual harassment and discrimination,
- the compatibility of work and family life,
- the elimination of disadvantages.

The Equal Opportunity Office acts in an advisory capacity in personnel selection and appointment procedures. She can participate in any personnel selection procedure at her own request. The Equal Opportunities Officer reports directly to the Pro Vice Chancellor for International Affairs and Diversity and can thus report to the Vice-Chancellor Office at any time on respective topics.

Once a year, the Equal Opportunities Officer submits a report to the Senate. This report is published as part of the general report on quality management.

Equal opportunities are understood as a cross-sectional task and are taken into account in all projects of the university. In 2019, the following concrete measures were taken, among others:

- The Equal Opportunities Officer takes part in appointment procedures.
- The site managers, who are responsible for finding the lecturers, among other things, were sensitized to the topic of diversity.
- A diversity officer was appointed.
- Students with disabilities were interviewed about their needs and possibilities for improvement in their studies.
- The Charter of Diversity (<https://charta-der-vielfalt.de>) was signed.
- A scholarship programme especially for female students in tech courses was set up.
- The following points, among others, are already planned for 2020:
  - Materials will be made available to teachers as guidelines for the consideration of the diversity idea in teaching.
  - The results of the survey of students with disabilities will be implemented.
  - The counselling and teaching services for students with disabilities will be improved.
  - The Charter of Diversity will be implemented.

### **We guarantee the freedom of research and teaching.**

Furthermore, the basic order in § 3 guarantees the freedom of research and teaching. This applies equally to employees and the freedom of study for students. Staff members can freely disseminate and exchange scientific opinions. They are free with regard to research methodology and the evaluation of research results. As orientation serves the jointly developed guidelines for ensuring good scientific practice and the information sheets on data protection in research and ethics and ethical self-reflection in research projects. Scientific honesty and adherence to the principles of good scientific practice are indispensable prerequisites for scientific work that aims to gain knowledge and acceptance by the public. In order to fulfil its responsibility in research and the directly related tasks in teaching and the promotion of young researchers, the university takes precautions within the legal framework to ensure good scientific practice in its field and to deal with cases of scientific misconduct.

In addition, IUBH established a compliance officer. His task is to ensure that all employees are aware of all regulations and that all observe them.



### **We take part in international cooperations to support education as a human right.**

The consideration and support of universal human rights are also reflected in the (international) cooperation with third parties – e.g. other universities and partners in practice. Education is a human right. This means that every person in the world should have access to education. In this context, in 2019 the IUBH has started to take

part in the Global Talent Mentoring Hub (GTMH). This is an innovative online mentoring platform launching in late 2020 that will provide a select group of exceptionally talented, highly motivated youths with the opportunity to cultivate their talents in STEM (science, technology, engineering, mathematics, and medicine). It uses an internet-based approach to bridge geographic and cultural distance as well as barriers of differing economic resources to connect the brightest young minds with accomplished scientists in STEM from public and private institutions in what will become a global pool of talent development and professional guidance. The hub has been initiated by the University of Regensburg, Germany. The IUBH participates as partner institution.

The reflection on common values based on universal human rights is at the heart of all these actions and approaches.

## LABOUR

*Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;*

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Being a renowned private university it is especially important for us to practically promote and to implement international principles on labour, upholding the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour and particularly the elimination of discrimination in respect of employment and occupation.

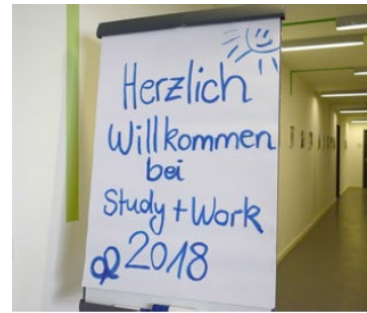
### **We established a personnel development concept.**

Two of the seven core organisational values of the IUBHs are being “cooperative” and “empowering”. “Being cooperative” means teamwork, knowledge sharing and an open and valuable atmosphere. IUBH leaders are cooperative and are striving to create a trusting atmosphere, promote respectful feedback and mutual appreciation. “Being empowering” means to trust and help each other. Personal development is promoted through regular coaching and feedback on best performance. IUBH leaders support their teams by focusing, providing quick answers and helping the team to help itself.

Life Long Learning also applies to our professors. The professional further training takes place continuously at academic conferences, congresses and with the help of professional articles on an individual basis. For further education in didactical methods or for familiarisation with new software, the IUBH offers various further options within the framework of its personnel development concept. In addition to the chance of taking part in external further training courses, e.g. offered by the German Association of Universities of Applied Sciences, there is also the option of inviting trainers to an in-house course at one of the sites. The seminar topics stem from the teaching practice of the participants, e.g. new didactic approaches, helpful e-learning tools or the design of teaching materials. In February 2019, the professors at the Dusseldorf campus took advantage of this opportunity to further their training in university didactics. Methods and techniques were taught and applied in the course of a full-day workshop on the subject of learning coaching.



Moreover, also the youngest members of the IUBH are included in a personal development program. All IUBH employees who work at the university and study there at the same time in the dual or distance-learning programmes are part of the Study&Work @ IUBH programme. Once a year they meet with the management team of the IUBH. At the two-day meeting, they have the opportunity to provide feedback regarding their studies as well as their work directly to the university management. The management team benefits from their input. An evening event ensures participants get to relax during the two busy days. Following Bad Honnef, Berlin and Hamburg, this year's Study&Work event took place at the IUBH campus in Munich with 70 participants.



### We bring diversity to life.

On institutional level the position as Equal Opportunity Officer was installed in 2018. Prof. Dr. Alexandra Wuttig is now responsible for ensuring equal opportunities for all university members, to eliminate unequal treatment, to ensure the compatibility of career and family, and to ensure equal rights for men and women. Diversity is a defined goal of the IUBH: All employees should be valued – regardless of gender, nationality, ethnic origin, religion or worldview, physical ability, age, sexual orientation and identity. The first diversity report based on these principles was published in 2019. One of the quantitative goals in the report is to increase the number of female professors and lecturers as well as students in MINT subjects. Scholarships are one instrument of this goal. In 2019, 100 scholarships for female students in Tech degree programmes were introduced and announced. The first ten scholarships have already been awarded. As an organisation which stands for a working environment that is free of biases and open, the IUBH signed the German Diversity Charta (“Charta der Vielfalt”) in 2019 ([www.charta-der-vielfalt.de](http://www.charta-der-vielfalt.de)).

A Diversity Challenge has been introduced in order to implement the diversity awareness inside the organisation. Employees and students have been invited to submit ideas and project proposals in the field of diversity. The best ideas will be awarded and implemented during the so-called Diversity Day. Another initiative are manuals with project ideas regarding Diversity for each campus as well as recommendations for actions on the topic of “Unconscious Prejudices”. Also, materials will be available online as a guide for the consideration of the idea of diversity in teaching and overcoming prejudices for teachers.

Another goal stated in the diversity report is to increase the number of students with a disability through appropriate digital services and cooperation with the intended target group. Approx. eleven percent of students have impairments in Germany. These include psychological impairments, physical disabilities and chronic diseases. The particularities of distance learning suggest that the number of impaired students in distance learning is even higher. Evaluations show that distance studies are in particular attractive for persons who are handicapped or not mobile. For example, there are students with Autism or Asperger’s Syndrome studying at the IUBH. One aspect of Asperger is that being in a crowd or unfamiliar environments is very stressful. Online exams makes it possible for students with disabilities to take exams in a familiar and handicap-accessible environment from home. Due to the number of handicapped students the IUBH is well acquainted with the legal regulations to compensate for disabilities in order to ensure equal rights between people with and without disabilities. Disability equalisation can, for example, include completing an exam in a separate room or to get bonus time for a written exam or an extended deadline for an essay.

Prof. Fabian van Essen is a well-known expert for special education and part of the IUBH distance learning faculty. The focus of van Essen's research, teaching and practical projects is the equal participation of people with disabilities as defined by the UN Convention on the Rights of Persons with Disabilities. He offers networking activity for currently around 100 distance students having impairments, psychological and chronic illnesses. The students exchange ideas, receive information and discuss current topics concerning studies and impairment. Each month he and his team offer a live online meeting via TEAMS in a respectful atmosphere. The sessions are not recorded and no personal information from the session will be passed on. Additionally, a download area contains current documents about studying and impairment and all respective regulations and information at the IUBH.

Accessibility is also a research and study topic in other disciplines. For example, Ingo Zimmermann, Professor of Social Work, and Peter Neumann, Professor in the field of tourism, jointly organised a conference on barrier-free travel. Participants were students as well as IUBH corporate partners from all over Germany. On the one hand, the interdisciplinary cooperation of social work and tourism experts enables tour operators to have a better understanding of disabled people and motor, mental and cognitive impairments in order to identify and meet the needs of this target group. Tourism experts, on the other hand, know the requirements and goals of the industry and can realistically assess what is feasible in terms of accessibility. The interaction of both disciplines optimally combines the knowledge of target group and provider.

### **We rely on practical experience.**

In the dual study and on-campus programmes the focus on practice is particularly strong. Dual students spend every second week working in their employing organisations. Besides, the integration of theory and practice is a daily reality for every student. The curriculum has multiple facets, which reflect this, for example, discussions and lectures with experts from industry and excursions to companies. In "CEO's lectures" leaders from business and industry hold seminars on campus and students have the opportunity to interact with them directly. IUBH Career Services provides students with recommendations for internship placements and for jobs after graduation. In the so-called "practical workshops" students work on real business issues under the leadership of a professor and in cooperation with a company. Ideally, all parties benefit from this: The students experience in practice how research and consulting projects are carried out and what it means to present results in front of a client. The companies receive new input for their questions and benefit from the independent and fresh perspective of the students. The following example should illustrate this:

At the locations Bremen and Hamburg, the students of Professor Ina zur Oven-Krockhaus, Dr. Pascal Mandelartz and the lecturer Jan Steffen had the opportunity to carry out a project for TUI Deutschland GmbH. The participants examined the influence of customer reviews on the booking behavior for travel and hotels on the internet. In particular, the focus was on "digital natives", i.e. young adults born after 1980 and grown up with the internet - also known as Generation Y. In addition to quantitative online surveys, interviews were conducted with travelers and tour operators as well as experts from the hotel industry. Thus, interesting results and recommendations for action were obtained for TUI and TrustYou and presented to a larger management circle at the TUI headquarters in Hanover at the beginning of August. The cooperation with the university was a great success for TUI. "The new and unbiased view of the students was especially interesting for us – some recommendations for action were discussed, which we would not have thought of ourselves. It's exactly these kinds of ideas and suggestions that bring us closer to the digital natives", said TUI Project Manager Helene Rothe. "TUI Germany would like to thank all participating students and professors for their commitment, and we look forward to further projects with IUBH."



## ENVIRONMENT

*Principle 7: Businesses should support a precautionary approach to environmental challenges;*

*Principle 8: undertake initiatives to promote greater environmental responsibility; and*

*Principle 9: encourage the development and diffusion of environmentally friendly technologies.*

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The IUBH supports a precautionary approach to environmental challenges and promotes initiatives of greater environmental responsibility and environmentally friendly technologies not only in their governance and management but also in the daily life of all students and each campus. This is reflected in the word “modesty” - one of our seven organisational values which includes the statement: We don’t waste resources.

**On managerial level** The IUBH has recently started a project to reach the prerequisite for certification according to the PAS 2060 climate neutrality standard. This certificate is based on a so-called carbon footprint, i.e. an inventory of actual or expected emissions (greenhouse gas inventory) and an ambitious management plan for avoiding or reducing avoidable greenhouse gas emissions. The certificate awarding body is the TÜV SÜD (short for German: Technischer Überwachungsverein, English: Technical Inspection Association). The certification is valid for one year only and a yearly further carbon reduction is demanded. Consequently, the goal to be carbon neutral this summer leads to several further activities and behavioral changes. For example, the management strongly recommends the use of rail instead of air for domestic travel. The university's own booking system reminds the employees of this recommendation when making corresponding bookings. Due to the goal of carbon neutrality, also the number of company cars will be reduced in the near future.

**On campus level** there are several initiatives and activities on the different campuses of the IUBH. For instance, the Bad Honnef campus has become part of the RECUP movement. RECUP is a sustainable reusable system for to-go coffee cups. Cups can be purchased along with a deposit and returned in Germany at all RECUP partners for a deposit refund. Since the summer semester of 2018, the cafeteria of the campus has been using these sustainable cups instead of disposable cups. Similarly, many other campus offer only ceramic plates and cups in their open tea kitchens as well as refillable carafes for tap waters – for free refilling. In the distance classes teaching material is no longer automatically printed and sent to the students but rather each distance student is encouraged to use the interactive book online. In the on-campus programmes nearly all campuses are part of the local “Semesterticket-system” and students can use public transport for a strongly reduced charge.

The network “Bad Honnef lernt Nachhaltigkeit” (Bad Honnef learns sustainability) was honored in 2019. As part of the national implementation of the UNESCO World Action Program “Education for Sustainable Development”, the German Federal Ministry of Education and Research (BMBF) and the German Commission of UNESCO (DUK) award educational initiatives once a year. By acting in accordance with the principles of sustainability, distinguished players contribute to anchoring education for sustainable development structurally in the German educational landscape. The network is already firmly established in Bad Honnef and the region, and is committed to raising the awareness of sustainability, climate and environmental protection among adults, young people and children alike. In addition to the IUBH, the city of Bad Honnef, the sewage works of the city of Bad Honnef and the Bad Honnef AG belong to the network.

**On faculty level** several professors are engaged in research and projects about sustainability. In the front row is Prof. Dr. Willy Legrand: He is Professor of Hospitality Management and holds lectures on sustainable hospitality development and management and is visiting professor at reputable universities in Singapore, India, Dubai, France, Peru and the United States. Prof. Legrand chaired sessions at the Sustainable and Social Entrepreneurship Enterprises Roundtable and he participates regularly at the Cornell Center for Hospitality Research (CHR) Sustainability Roundtables. Currently, he is planning the first sustainable hospitality roundtable Europe in Maastricht, The Netherlands. He is also the initiator of the online “Sustainability in Hospitality Panel” which is about exploring ideas, solutions and strategies required by the industry facing increased environmental and societal challenges. Furthermore, he is the lead author of Sustainability in the Hospitality Industry and co-editor of “Sustainable Hospitality and Tourism as Motors for Development: Case Studies from Developing Regions of the World” and the co-editor of the Routledge Handbook of Sustainable Food and Gastronomy. Prof. Legrand is also a guest editor for special issue on Social Entrepreneurship in Hospitality from the International Journal of Contemporary Hospitality Management and shares his views and findings via keynote speeches on the subject of sustainability management in the hospitality industry at international conferences.

Further faculty members are working on sustainability. In 2019, six IUBH professors published together a paper about training research in marketing modules of the IUBH:

Hattula, Cansu; Julia Hilgers-Sekowsky; Kalteis, Marion; Kolibius, Mischa; Schuster, Gabriele; Wießner, Sabine (2019): Campusübergreifende Lehrforschung in verschiedenen Modulen im Studiengang Marketing-Management zum Thema Nachhaltigkeit. IUBH Discussion Papers, Marketing, Vol. 2/No. 1, Sept. 2019.

Further relevant publications of IUBH faculty are:

Blank, Felix und Broens, Michael et. al. (2019): Öffentliche Beschaffung biobasierter Produkte – Erkenntnisse aus einer deutschlandweiten Studie öffentlicher Auftraggeber. In: Wellbrock, Wanja; Ludin, Daniela (Hrsg.): Nachhaltiges Beschaffungsmanagement, Springer, Wiesbaden.

Legrand, W., and Dubrocard, N. Fresh Water and Wastewater Management in Mediterranean Hotels & Resorts: Owner-Operator Issues. In: Tüzün, I. K., Ergul, M. & Johnson, C. (Eds.): Sustainable Tourism Practices in Mediterranean. Oxford: Routledge, S. 122-136.

Dr. David Rempel, one of the faculty members of the IUBH campus in Bad Reichenhall, is an expert for eco tourism and very active in several German-African Partnerships. Dr. Rempel and Prof. Dr. Peter Thuy, IUBH rector, are responsible for the PASS project at the IUBH. PASS -Partnership for Applied Sciences is funded by „NRW Partnerships for the Promotion of Technical Universities in Ghana“ through the German Academic Exchange Service (DAAD). The aim of the project is to strengthen the practical orientation of teaching and research at the Ghanaian partner universities (Kumasi Technical University and the Cape Coast Technical University (CCTU)). As part of the project an Eco Guest House is planned on the grounds of the CCTU.

In addition, a German delegation of students and lecturers travelled to Ghana for nine days to visit and evaluate tourist attractions – in particular for their potential for eco-tourism. In addition, the students supported their African fellow students in reforestation measures. In recent decades so much forest has been destroyed in Kenya by the cultivation of arable land, wood and charcoal that the remaining forests cover only 7% of the land. Together with the partner universities Mount Kenya University and Mully College, the students planted a total of 3,000 trees.



**On the module level** sustainability and quality management is not only a core module in several study programmes on Bachelor’s and Master’s level in the traditional business and tourism study programmes of the

IUBH, e.g. sustainability and quality management in tourism. It is also included in the newly introduced more technically oriented study programmes like civil engineering: For instance, one of the offered majors is sustainability and smart buildings.

The awareness for sustainability can also be seen in start-up ideas of the students. Student Steffanie Rainer won first prize at the EuRegio Start Up Camp in Traunstein in 2019 with her business idea: 'WithOUT'. WithOUT is a shampoo bottling system designed to reduce plastic waste in the restroom.

As part of its third mission the IUBH hold the UNESCO World Water Day as part of the UNESCO „Education for Sustainable Development“ programme, on the Bad Honnef campus in spring 2018. On the occasion 380 kindergarten and elementary school children took part in the art competition of the regional energy company in Bad Honnef (BHAG) under the motto „Nature for Water“. The contributions were exhibited on the campus Bad Honnef. In addition, 50 children from local elementary schools made „bee hotels“ in the summer and distributed them on campus.

## ANTI-CORRUPTION

*Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.*

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The IUBH is working against corruption in all of its forms by promoting a high ethical standard both on campus and globally. It stands for well-founded, sound scientific study and focuses particularly on promoting work ethic and service mentality at its students. Talking about anti-corruption measures, we fully agree that every business should work against corruption in all its forms, including extortion and bribery. We definitely see ourselves a good example of the implementation of such measures because of a transparent decision-making of each management level, a functioning quality management system and the freedom of research and teaching.

### Transparency of decision-making

In accordance with the university's basic regulations, members of the university are entitled and obliged to participate in the university's self-administration. Organs and bodies of the university are the rectorate, the rector, the vice-rectors and registrar, the senate and the advisory board. These bodies and committees have clearly defined areas of responsibility and jointly participate in the tasks and objectives of the university. Goals, responsibilities and structures are transparently laid down in the university's basic regulations.

The Rectorate is responsible for all operative and strategic decisions in the last instance. For this purpose, it uses the results of the quality management system (QMS, see below). The Rectorate controls the quality of ongoing operations and decides on the establishment and further development of the QMS. The Rectorate meets on a regular basis at least every month. Every session includes inter alia operational aspects of university management, academic issues and current problems as well as initiatives for further development of the university and measures to improve ongoing processes.

The Senate is responsible for issues that affect the entire university or are of central importance. The senate is entitled to be heard in all rectorate decisions of university-wide importance. In addition, the Senate discusses fundamental issues/the principles of QMS and the quality objectives. The standing members of the Senate with voting rights are the Vice-Chancellor, the Pro-Vice-Chancellors as well as the registrar. As elected members, the Senate includes 6 representatives from the group of professors, 3 representatives from the group of academic staff, 3 representatives from the group of full-time administrative staff and 3 representatives from the group of students.

The Senate has the following tasks in particular:

- Statement on fundamental questions of research, teaching, evaluation and cooperation,
- Statement on the fundamental strategic orientation of the university
- Discussion of the Rector's academic report,
- Discussion of the evaluation report of the Pro-Vice-Chancellor for Teaching Quality,
- Recommendations and statements in matters of research, teaching and study that affect the entire university or are of fundamental importance, including in particular recommendations for the establishment, modification and cancellation of courses of study,
- Adoption of academic rules and regulations and statutes with the approval of the Rector, with the exception of the Basic Rules,
- Advice on the affiliation of affiliated institutions,
- Proposal for the appointment and dismissal of the Vice-Chancellor,
- Granting of the agreement on the appointment and dismissal of the Pro-Vice-Chancellor pursuant to section 10(2) and on the appointment of the Registrar pursuant to section 11(3), and application to the sponsoring company to dismiss the Registrar pursuant to section 11(3)
- award of the title of "Honorary Senator" pursuant to section 18 of the Basic Rules,
- Proposals for the appointment of honorary professors according to § 19 of the Basic Regulations
- Adoption and amendment of the Basic Rules by a 3/4 majority and with the consent of the vice-chancellor, the rectorate and the sponsoring organisation
- Nomination of representatives of professors, academic staff, full-time administrative staff and students for the formation of appointment committees.

A further committee at the IUBH is the expert advisory board. The goal of the expert advisory board and its top-level members is to use their extensive network and extraordinary pool of experience to promote the continual development of the IUBH University of Applied Sciences. This regular dialogue between campus and professional representatives is an essential contribution to tailoring the courses to the current needs of the market. One task of the Advisory Board is the regular review of selected aspects of the QMS on behalf of the vice-chancellor's office.

On this basis, it makes recommendations for the further development of the QMS.



The responsibilities of the university are carried out by full-time academic personnel (professors and lecturers with additional responsibilities), research assistants and other academic staff (freelance lecturers and honorary professors). The academic staff has qualifications required for this group by the state of Thuringia. Further qualifications (for example, professional experience) may additionally be required. Professors are employed by the vice-chancellor in accordance with the requirements of the respective profession.

### Functioning quality management system

Since 2018, the university has been system accredited without conditions. The QMS of the university is defined in the IUBH quality manual. There you can find a description of the responsibilities of the relevant actors and their interaction.

Starting point for the quality management system presented here is the profile of the IUBH as a practice-oriented university. The IUBH QMS has the task of ensuring that internal and external guidelines are adhered to and of supporting the achievement of the development goals set by the university, taking into account this profile, the mission statement and the framework conditions described above. The quality management system provides the necessary structures and data for this purpose and assists the university management. The establishment of the quality management system is based on the following principles:

- Quality management as a management task

- Subsidiarity
- Continuous improvement through control cycle: planning - implementation - evaluation - action/change (so-called PDCA cycle)
- Transparency

The quality objectives of the IUBH result from the mission statement and the development goals, taking into account the interests of stakeholders and the defined principles of quality management. Based on the quality objectives and the expectations of the stakeholders, the IUBH has developed a process-based quality management system to systematically assure the quality of the university's performance areas relevant for the achievement of its objectives. The guiding principle is the following: the optimal organisation and implementation of product-related processes leads to optimal products.

The quality team comprises the Quality Management Representative (QMB) and the person responsible for the evaluation system. In coordination with the Pro-Vice-Chancellor for Quality of Teaching, it is responsible for the QMS in the operative business and its further development. The QMB ensures that the processes are regularly updated and supports regular reporting on the results of these ("Quality Reports"). The team is supplemented by decentralised quality officers to ensure that teaching evaluation is carried out in each unit.

A prerequisite for the quality management of ongoing operations is the availability of the necessary data. The IUBH's reporting system serves this purpose by documenting the degree of goal achievement at regular intervals. Another part of the reporting system is an annual quality report, which informs the public about general results of the quality management system. The quality management system is being further expanded.

As a private university, which is state-recognised, the IUBH must undergo regular accreditations. The accreditation processes, which are carried out by external organisations, are transparent and the results are publicly available. An institutional accreditation carried out by the German Council of Science and Humanities ("Deutscher Wissenschaftsrat") is decisive for the entire university.

The German Council of Science and Humanities provides advice to the German Government on the structure and development of higher education and research. The council has granted us institutional accreditation for 10 years, the longest possible period. This is the best evaluation the council can award, and signifies that we provide services in teaching and research that meet established academic and scientific standards.



Moreover, numerous other certificates and awards confirm the excellent IUBH reputation. Therefore, the IUBH achieves on a regular basis top scores in evaluations. Reputable accreditations, partnerships and memberships indicate the high quality of the university and its programmes.

### **Freedom of research and teaching**

In § 3, the Basic Regulations grant freedom of research and teaching. Teachers are obliged to observe ethical principles and the principles of good scientific practice. These have been laid down in jointly developed documents valid for all members of the university and are regularly reviewed and, if necessary, extended or adapted. Further details can be found under "Human Rights".

## CONCLUSION

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This report has shown that the IUBHs is actively engaged in a continuous development and improvement process to keep and improve the 10 principles of the UN Global Compact. The IUBHs is proud being part of the world's largest corporate sustainability / corporate social responsibility initiative.

In 2020 the upcoming institutional accreditation will confirm the high quality standards of the IUBH management, its governance as well as the organisation and content of its study programmes.

In the near future, the next goals are:

- To further enhance the diversity activities of the IUBHs under the guidance of the Equal Opportunity Manager
- To further improve the study conditions and the inclusions of handicapped students
- To foster all activities and actions already started and to develop further ones in order to reduce the carbon footprint of the IUBHs. One concrete step will be to abolish plastic and paper cups at all campuses.
- To continue involving students activists in events focused on environment protection
- To further work with non-profit organisations in projects like the Global Talent Mentoring Network under the lead of the University of Regensburg or the UNESCO „Education for Sustainable Development“ programme
- To further install a sustainable aspect in most of our student's start-up activities
- To offer great working conditions for our employees and colleagues and to increase our team spirit and mutual support in everyday life and team events
- We further support equal opportunities of women and men, respect diverse sex classification and aim to enable a good work-life balance as well as family life.

And last but not least: the IUBH can identify its role in relation to a number of the Global Goals, for example the SDG's on Poverty, Health & Wellbeing, Quality Education, Inequalities, Decent Work, Climate Action and Peace & Justice. In moving forward, we recognize that the SDG Compass (published by the UN Global Compact, the World Business Council for Sustainable Development and the Global Reporting Initiative) will provide a useful guide for setting out our work and activities.

If you have any further questions, do not hesitate to contact us:

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