The HUMBOLDT-VIADRINA School of Governance

It is our institutional belief that to solve global questions and local problems in today's society, business, government, and civil society must collaborate. Furthermore, we believe that entrepreneurial personalities are needed to challenge existing borders of their respective disciplines, to develop innovative solutions, and to implement them. Hence, the HUMBOLDT-VIADRINA School of Governance aims to provide a platform and be a forum for entrepreneurs, change agents, and innovators, contributing to the advancement of intelligent solutions for current social and environmental problems. Our unique combined approach of practice-oriented teaching, multi-stakeholder dialogue via our political platform, and application-oriented research allows our School to offer a credible, impartial, and safe platform, and to be a key catalyst effecting a contribution to a sustainable process of change. Since 2011 two new Governance Centers were founded at the HUMBOLDT-VIADRINA School of Governance:

1. The Governance Center Middle East North Africa in 2012.
2. The Simone Veil Governance Center for Europe in 2014.

Practice-oriented teaching

Our goal is to educate and train dedicated entrepreneurial personalities who can take effective decisions and act in a politically responsible manner. The School's Executive Master of Public Policy German, Master of Public Policy English (new), Master of Governance and Human Rights (new) and the Executive Education supplementary training programs cater for these needs. Planning and implementing a practice-oriented project that aims to offer a solution to a specific socio-political problem is a requirement for every student inscribed at our School - engaging practically for society and the environment forms the basis and core of our education.

We are pleased to share with you below our SIP Report.

Prof. Dr. Gesine Schwan
President
HUMBOLDT-VIADRINA School of Governance
Principle 1
Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The Master of Public Policy German and English and the Master of Governance and Human Rights

The Master of Public Policy programs are a unique, joint educational program between the European University Viadrina Frankfurt (Oder) and the Humboldt-Universität zu Berlin, administered through the HUMBOLDT-VIADRINA School of Governance gGmbH.

This Master program, offered in English as well as in German, provides engaged and committed students from diverse backgrounds including politics, business, and civil society with the skills to:

- Develop, implement, and communicate strategies for individual policy areas;
- Bring ideas to life in private, political, or civil society organizations and shape and guide processes of change;
- Conceptualize and implement projects and activities in the public sector and political realms.

Over the course of the four-semester-long study program, students will learn to:

- Formulate and address complex new questions;
- Navigate along different dimensions of a complex challenge;
- Proceed effectively with the (limited) resources available;
- Integrate the distinct expectations of various stakeholders into one effective win-win solution.

Students will combine their distinct multidisciplinary knowledge and diverse professional experiences in order to address subjects based on their own varied perspectives.

The heart of the Master of Public Policy programs lies in the hands-on, practice-oriented project: Students will address problems pertaining to their own organization and, during the course of the MPP degree, develop and implement solutions to these problems in their daily work environments. Students will thereby acquire the concrete and practical skills needed for dealing with complex decision-making processes. For the organization in which the student works, this innovative problem solving and implementation process will entail a real added value. In working on their projects, every student will be able to rely on the guidance and support of a personal adviser provided by the program. Successful students will leave the HUMBOLDT-VIADRINA School of Governance after four semesters experienced and trained as leaders, able to effectively apply the tools needed to competently and sustainably manage complex societal problems or organizations.

The Master of Governance and Human Rights

- The Master of Governance and Human Rights is a two-year distance learning online and part-time on-campus international Master program;
- The program’s focus is based on the premise that good governance and human rights are mutually reinforcing. Yet, the translation and integration of concepts and theories into practical strategies is largely missing in most applied projects or policies. Good governance principles such as accountability, transparency and participation have to be better linked to human rights norms and Standards. Conversely, the realization and implementation of human rights depends on the adherence to good governance principles. The program further includes and reflects on the role of
new governance actors in the field that impact the realization of human rights, such as multinational companies, civil society and international organizations.

- The professional degree program will be taught in English, aiming to empower students and young professionals to understand and reflect the theoretical meaning and practical application of Governance in and through Human Rights;
- The program addresses young professionals with a university degree, first work experience and a project idea which they seek to realize.

**Principle 2**

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

All activities at the HUMBOLDT-VIADRINA School of Governance are guided by the following principles:

**Problem Solving**

Complex problems are important opportunities to reshape and rearrange. Problem-solving is an open, understanding-based process that seeks to arrive at a consensus in addressing even the most complicated issues; successful problem-solving will try to work from a shared perspective to find joint strategies and techniques to approach complex conflicts.

**Multi-disciplinary and Multi-perspective Thinking and Acting**

Knowledge of problem-solving methods is a necessary component of many social disciplines, as well as something demanded by many concrete situations. The ability to apply these methods effectively is the key to finding long-lasting solutions to various challenges and obstacles.

**Process Orientation**

Only with the application of adequate procedures and processes can the development of solutions to complex problems be successful; what is therefore needed is a readiness for and willingness to engage in an open and productive dialogue.

**Learning**

Problem-solving is a vital aspect of any given learning process, as well as a departure point for addressing complex new challenges. Policy that reflects and integrates ongoing change is the core element of a “learning society.” The HUMBOLDT-VIADRINA School of Governance’s educational program therefore places particular importance on the development of both individual and collective learning skills, as well as on the ability to adjust problem-solving strategies according to new demands made by changing situations.

**Intercultural Understanding**

Attempts to address cultural differences influence countless aspects of society, and affect everything from urban planning to the international strategies employed by companies and governments. In order to be able to properly identify and assess the ‘cultural’ facets of certain projects and decisions, a certain sensitivity to and ability to work within intercultural contexts is vital.

**Political Orientation**

In the development of political problem-solving, the logic of distinct approaches must be considered; political design is an interactive process between those who shape policy and those who are influenced by its designs. It is those who are directly affected by policy who most often organize themselves, and, both individually and in small groups, uncover and implement effective solutions to problems.
The HUMBOLDT-VIADRINA School of Governance seeks to put these goals and principles into action in all areas of activity – dialogue via political platform, teaching, research and implementation-oriented work via its Governance Centers.

**Principle 3**
**Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Acting as a forum as well as a teaching and research facility, the HUMBOLDT-VIADRINA School of Governance develops new approaches to leadership and initiates innovative processes of change. The School moderates between the perspectives found in distinct academic disciplines and social spheres. As an institution, the HUMBOLDT-VIADRINA’s unique contribution lies in advancing and sometimes effectively developing concrete solutions to political and social problems, with a special focus on their practical realisation and (when necessary) modification. The School thereby strengthens cooperation between governments, business, and civil society and helps to improve democratic decision-making processes.

*The HUMBOLDT-VIADRINA School of Governance. Not just thinking. Acting.*

Examples include:

- In terms of study structure, the objective of the HUMBOLDT-VIADRINA School of Governance is to strike a balance between: theoretical work and practical implementation; individual and Group Work; in-house training and distance learning; knowledge-based and experience-based learning. Hands-on Projects are the heart of the HUMBOLDT-VIADRINA School of Governance master programs. They represent the link between theory and practice, and the underlying idea of the curriculum of the Master of Public Policy and the Master of Governance and Human Rights.
- The “Center for Peace Mediation”, an arm of the HUMBOLDT-VIADRINA School of Governance, is an academically and practically involved player in international peace processes.
- A new methodical approach to legislative processes focuses on transparency and traceability and effectively integrates stakeholders’ claims.
- In researching funding for non-profit activities, a growing internet platform for socially conscious projects worldwide – betterplace.org – was created.
- The anti-corruption project “Anti-Corruption Incentives and Sanctions (ACIS)” identifies practical ways to improve ethical conduct of businesses through rethinking traditional approaches and offering systems-relevant implementation guidance to allow for lasting behavioral change in the business community.

**Principle 4**
**Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

**Transdisciplinary application-oriented research**
Research at the HUMBOLDT-VIADRINA School of Governance is committed to an approach of transdisciplinarity and thereby aims not only at encouraging knowledge transfer between disciplines within academia and the sciences, but above all at bringing together different perspectives of academia and praxis.
The HUMBOLDT-VIADRINA School of Governance carries through transdisciplinary research projects – from identification through structuring of socially relevant challenges to the implementation of specifically tailored pilot projects and their ongoing evaluation during the implementation phase. In order to meet up with the complexity of such challenges, a broad spectrum of stakeholders is integrated into the entire research process. Additionally, the potential of new information and communication technologies is exploited. Design and implementation of projects is supported by our network partners in academia, private sector, civil society and politics.

Projects are monitored and carried through under the aspect of developing methods for transdisciplinary research.

**Current Areas of Research**
The HUMBOLDT-VIADRINA School of Governance identifies relevant topics in accordance with the School’s distinct research profile. Currently, following are some of the key research areas of School:

### Social Innovation
This area of research offers an experimental field to research, develop and pilot social innovation. Following that commitment, the Social Innovation Lab is especially dedicated to identifying the innovation potential of participative media and current information technology and implementing this in specific projects.

- **ELOCAL-** Participative City Management
- **KOLEGEA -** Cooperative learning and mobile communities for part-time advanced vocational training in general medicine
- **A Loo For You -** Toilets for West Africa

### Education for Sustainable Development
- **Education Innovation Lab -** The Education Innovation Lab develops, promulgates and supports education innovation in Germany. It was founded in 2011. The Education Innovation Lab aims to (re-)shape the education sector and culture of learning in Germany. Also, and especially, we build on the practical experience of innovative education approaches that are already successful, jointly develop further ideas and support their implementation and calibration.

### Developing Procedures for Participation
- **Accompanying Research on Germany’s “Energiewende” -** Collaboration of experts from different academic disciplines and the practical realms of politics, business, civil society and media implies – apart from a diversity of positions, interests and lines of argument – differing forms of knowledge, communication and cooperation.
- **ESTABLISHING A NEGOTIATIONS SUPPORT FACILITY -** Large-scale, complex investment contracts related to natural resources, infrastructure, privatizations, and other areas are among the most important contracts that governments world-wide negotiate with private firms. In emerging markets, these contracts are among the most important means to generate funds to drive economic growth and development.
- Governance and Human Rights - The research area in Human Rights Governance brings together expertise from academia, civil society and private corporations on global governance issues related to human rights. The research area builds knowledge with these key stakeholders and also includes a teaching component to transmit the lessons learned as part of a Master of Governance and Human Rights.

**Peace Mediation – Conflict management**
The Center for Peace Mediation forms an important branch of the Institute for Conflict Management at the European-University Viadrina and is closely connected to the HUMBOLDT-VIADRINA School of Governance. In its work, the Center concentrates on supporting and professionalising international peace promotion. Preparing and improving interest-focused methods for a constructive design of peace-finding processes and the development of sustainable solutions are central to our activities. One focus of our work is on the specific methodical, legal and ethical challenges and dilemmas peace-building is confronted with.

**Anti-Corruption**
**Incentives and Sanctions for Business** - The role of business in countering corruption is undisputed, generating calls from stakeholders such as national governments, intergovernmental institutions and civil society organizations for greater accountability, transparency and integrity. But the underlying motives of why companies are countering corruption are less elaborated. Are they doing it only because they are required to by law? Are they doing it because it is the right thing to do? Or does countering corruption actually make good business sense? Understanding these motivations is paramount to applying effective anti-corruption measures to business; and to thus motivate more companies and their representatives to commit to clean business practices.

**Library**
The HUMBOLDT-VIADRINA School of Governance is home to the only interdisciplinary library in Germany focused on the subject of civil society, philanthropy and the nonprofit sector, whose contents are open to the public. Visiting and using the library is free of charge. The stock currently includes about 15,000 books, as well as magazines, annual reports of various foundations, unpublished degree dissertations, informative literature and also relevant internet and conference documents.

**The Political Platform**
It is the duty of all citizens, and not only that of “professional politicians”, to find solutions for our social and political problems. Higher echelons of professional politics are increasingly struggling to autonomously bring together diverging interests within our society and formulate strategically convincing policies. That is why, as HUMBOLDT-VIADRINA School of Governance, we wish to contribute to furthering argument-based agreement and promoting cooperation between different sectors of our society outside of the immediate realms of parliament. In this manner we seek to initiate solutions for our most pressing problems and support democratically sustainable politics.
In looking at different social actors and at academia, we can find extensive, yet not systematically incorporated knowledge that is needed in processes of political or social change. In the context of the “political platform” at the HUMBOLDT-VIADRINA School of Governance, we aim to merge the experience and specialist knowledge accumulated within the public and private sectors, civil society, academia and media, in order to work out strategies as well as communicate and implement them.

Three-Actor-Dialogues
Concerted and targeted collaboration of all social actors is needed in order to gain a common understanding of multi-faceted social challenges, to develop strategic solutions and mobilize political coalitions for their implementation beyond party-based reasoning. Representatives of academia and media equally need to involve themselves. Against this background, the HUMBOLDT-VIADRINA School of Governance invites actors from government, business, and civil society, as well as from academia and the media to jointly participate in so called “structured dialogues” on specific topics, thereby allowing collectively discussing the issues, agreeing on potential solutions, and hence, preparing complex social change and/or policies beyond party-based policies. Successful examples are:

Trialogue „Cooperative Family as Public Good“
Based on a normative family model parents share time for family and business work in partnership: care for children and relatives in need of care would be a matter for fathers and mothers similarly. Also family is a “public good” and at least so important than education, health, transportation and infrastructure. The principles single families are arranged and structured by reflect on society. Therefore the partnership of rolls in family is so important for social present and future. Bimonthly dialogues with relevant stakeholder (e.g. fathers-networks, scientific experts, politicians and business representatives) to jointly define challenges and approaches took place in a "protected environment" at the HUMBOLDT-VIADRINA School of Governance since winter 2009/2010. A new series of these dialogues is in preparation.

The Trialogue on Financial Market Reform
The idea for a Governance-Trialogue on Financial Market Reform is based on an initiative by the financial commission of the European parliament, which was made public in June 2010 with a cross-party appeal for support of their financial policy decisions. Members of the commission warned that they were being beleaguered by financially solvent lobbies of the financial sector aiming at securing legal regulation favorable to their interests. Members of parliament felt ill-pressed for information, as they are unable to call on specialist knowledge as this is offered, for instance, by the “Research Section” of the German Bundestag. Therefore, they publically asked for support. The HUMBOLDT-VIADRINA School of Governance is able to bundle fiscal competence by calling on its network of experts. In accord with members of the European parliament, a first dialogue round on the topic of a Financial Transaction Tax was organized in December 2010. The initial roundtable discussion was followed by a public speech (entitled “Chances and Risks of Financial Transaction Tax”) by Pastor Jörg Alt, coordinator of the campaign “Tax Against Poverty” of the Jesuit order, who reflected on the ethical and moral dimensions of such a tax. The outcome of the discussions is a written statement.
The series **Governance-Trialogue on Financial Market Reform** started in January 2011, focusing on the topic “Too big to fail?” - a suite of dialogue sessions followed. As a result of the Trialogue, a conference titled “Financial Markets or Political Establishment: Who has the upper hand?” took place, at which questions like “Do we need systemically relevant banks?” were discussed with – among others – the Co-CEO of the Deutsche Bank, Jürgen Fitschen, and the former German State Secretary at the Ministry of Finance, Hartmut Koschyk. Moreover, the three following panel discussions focused on the topics of “equity ratio and leverage ratio”, “ring-fencing or a separate banking system” and “restructuring banks”. The conclusive paper of the serial focusing on “Too big to fail?” was published end 2011. The new series is planned to start in the second half of 2014 and will focus on the Transatlantic Trade and Investment Partnership (TTIP).

**Trialogue Series on Germany’s “energy transition”**

The political decision of Germany’s Federal Government to phase out the use of nuclear energy in the upcoming decade has brought considerable challenges to the corporate and business sector, to society and to politics. If the implementation of the “energy transition” should follow the conception laid out by the Ethics Commission for Safe Energy Supply, meaning that it would be a “jointly undertaken venture towards the future”, this would imply the collaboration of all societal stakeholders. The Trialogue Series on Germany’s “energy transition”, carried out by the HUMBOLDT-VIADRINA School of Governance since early2012, has given participants from all sectors of society the opportunity to consensually define fundamental policy options that are required for the implementation of the “energy transition” agreed upon unanimously by all parties of the German Bundestag in summer of 2011.

In order to create the needed openness and atmosphere of trust within the trialogue sessions, a room for independent and (to the public) closed debate was organised at the HUMBOLDT-VIADRINA School of Governance. To this date, the Trialogue series has enabled and continues to enable participants to jointly formulate perspectives, interests and demands, to work out conflicts and shared problems and to develop possible courses of action. In total, 264 people representing 176 organisations have taken part in the 22 events of the Trialogue Series on the German “Energiewende” between March 2012 and December 2013.

**Principle 5**

**Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

The HUMBOLDT-VIADRINA School of Governance engages with all stakeholders of society, including businesses and managers of business corporations, to advance its mission and engage them in jointly addressing society’s pressing issues.
**Principle 6:**
Dialogue: We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

This Principle is 100% in line with the mission of the HUMBOLDT-VIADRINA School of Governance: To bring government, business, civil society actors and media together to jointly address and work towards solving global questions and local problems of today’s society.

In February 2014 a strategy workshop with our students was held to improve and develop teaching at the HUMBOLDT-VIADRINA School of Governance. From the end of 2013 a student is guest member of the School's Executive Board. Our students are invited to participate and engage in all non-public discussions with actors from politics, business, civil society and media. In the event format “Project Pitch”, projects of our students will be presented to a public audience to discuss and develop them.

For further information, please visit www.humboldt-viadrina.org or contact
Marion Schulze, Executive Director, HUMBOLDT-VIADRINA School of Governance
Wilhelmstraße 67, 10117 Berlin, Germany
E-Mail: marion.schulze@humboldt-viadrina.org, Tel. +49 (0) 30.20 05 971-15, Fax +49 (0) 30.20 05 971-11