

STRATEGIC

PLAN

Paderborn
University

UNIVERSITÄT PADERBORN





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INTRODUCTION

Paderborn University's current Strategic Plan comprises the guidelines for the further strategic development of Paderborn University for the years 2022 to 2024. Based on the fundamental belief that digitalisation – which is accelerating as a result of societal transformation processes – fundamentally challenges and requires the adaptation of all tasks and responsibilities at the university, the Strategic Plan is the university's roadmap for strategic development in its key fields of action: research and the promotion of early-career researchers, teaching and learning, the interdisciplinary fields of knowledge and technology transfer, internationalisation, equality and family-friendliness, managing diversity and ensuring good working conditions. It is supplemented by the agreements on goals concluded with the faculties on a regular basis, the internal agreements on goals for the promotion of equal opportunities and equality, and the annual business plan, and is substantiated by the strategy documents that are in various stages of preparation.

The Strategic Plan is based on the planning principles (PP), which were drawn up in cooperation with the university's self-governing bodies and committees. They describe the objective of the envisaged development process and underscore the fact that the goals and planned measures are founded on a common basis and broad consensus.



PLANNING PRINCIPLES

- 1.** Paderborn University aims to strategically extend both its national and international world-class research activities by strengthening its key research areas in terms of the breadth and diversity of disciplines, subjects, research topics, theories and methods.
- 2.** Extending and strengthening interdisciplinary, co-ordinated and high-profile collaborative research activities are key components of Paderborn University's research strategy. The spectrum of the envisaged collaborative research activities ranges from basic to application-oriented research. The analysis and fundamental understanding of major societal challenges are seen as an essential research task. Paderborn University's objective is to help analyse and successfully address these challenges.
- 3.** Paderborn University is firmly established within the region and has strong ties with regional stakeholders. The university is an important player in regional development strategies and helps promote the structural development of the region. In future, it plans to strengthen and extend its strategic partnerships with institutions in the region in research, teaching and learning, and knowledge and technology transfer. The knowledge gained will, in turn, flow into the university's national and international research activities. Paderborn University also has an extensive network of scientific, public sector and economic institutions and other social organisations beyond the region, and plans to strategically intensify its activities here.
- 4.** The university's strong track record in knowledge and technology transfer is based on a close relationship between research and industry. This success is reflected in, for example, a highly active technology transfer, a prominent start-up culture and a strong influence on industrial and academic practice. Transfer activities are to be strategically extended in the future, in order to intensify the two-way exchange between "research" and "industry" and promote knowledge gain on both sides.



5. Staff development at Paderborn University is a key strategic field of action for the university management team. Paderborn University is therefore systematically extending its strategic human resources planning and staff development activities for all status groups. Transparent processes, plannable career paths and target-group and needs-based continuing education opportunities are key priorities, forming part of the university's career development strategy for early-career researchers across all qualification and career levels. Particularly in view of the fundamental changes currently taking place in the world of work, Paderborn University considers staff development for all its employees a core responsibility and is constantly reviewing and enhancing its measures and practices in this respect.

6. Digitalisation in research, teaching and learning, and administration offers opportunities that will be consistently utilised in the coming years to further develop and, wherever possible, improve internal processes and work results. E-learning is an integral part of Paderborn University's modern concept of teaching and learning. The use of digital learning methods will serve to stimulate students and support – but not replace – face-to-face teaching. Teaching staff will be particularly encouraged to develop and use innovative e-learning concepts, to ensure that the courses on offer remain attractive for students over the long term.

7. The quality management of teaching and learning is a key field of action at Paderborn University, with a focus on increasing academic success. The changing qualification requirements of the professional world also affect the demands on university education. Seeing this as an opportunity to constantly review and revise the quality of its teaching and learning, Paderborn University plans to leverage the increasingly diverse learning paths of its students and their different abilities and skills, attitudes and motivations to sustainably improve the quality and organisation of its teaching and learning. Accordingly, the measures taken will consider the entire student life cycle. A broad range of attractive courses and the further development of study programmes – in particular at the Master’s level, with an increasing number of courses taught in English, as well as of target-group-specific advice, support and continuing education opportunities, are essential elements in the on-going development of teaching and learning.

8. Paderborn University’s continuing internationalisation process is a central objective that involves all areas of the university. Taking an integrated approach, Paderborn University’s internationalisation process is being developed in line with the university’s strategic goals. The key elements of this process are set out in an internationalisation strategy, which the university is firmly committed to implementing.

To attract highly qualified international academics, staff and students, Paderborn University plans to increase its international visibility as an attractive, world-class university and research institution. Paderborn University will offer further opportunities for staff and students to enhance their intercultural skills, with a particular focus on increasing the international mobility of both its students and the faculty and administrative staff.

9. The tradition of focussing on the university’s underlying values in the collaborative work of Paderborn University members is to be continued in the future. A successful equality policy, family-friendliness and a sensitive approach to diversity are integral quality standards in all of Paderborn University’s fields of action. These are to be further developed and more firmly anchored in the university’s practices and policies. In its equality policy, the university is committed to the Research-Oriented Standards on Gender Equality of the German Research Foundation (DFG).

PROFILE

With more than 20,000 students, Paderborn University is one of Germany's leading medium-sized universities. It offers a custom-tailored spectrum of study and research fields and extensive opportunities for interdisciplinary collaboration both within and outside the university. Excellent basic and application-oriented research at the highest international level is conducted in many research fields at Paderborn University. The five cross-faculty and interdisciplinary research areas bundle expertise and highlight Paderborn's research strength to the outside world. This enables Paderborn University to compete very successfully with other universities.



Five faculties, the Paderborn Centre for Educational Research and Teacher Training (PLAZ) – professional school, the central research units and a wide range of closely interlinked disciplines constitute the basis for successful research, interdisciplinary networking and collaboration, attractive courses and innovative teaching, and the transfer of knowledge and technology to society at large. In accordance with Paderborn University's mission statement, a common point of reference in all these areas is an academic examination of the phenomena and needs of the information society. In view of the social transformation resulting from the rapid advance of digitalisation processes, there is currently some debate within the university as to whether the concept of the information society is still relevant today and whether it continues to adequately describe the social realities and challenges. The university therefore plans to review and, if necessary, revise its mission statement through a broad-based discussion process.

Since its foundation in 1972, Paderborn University has grown very dynamically and has been extremely successful in all its fields of activity. As an eminent research university, as an educational institution with a distinguished range of degree programmes and as a centre for transfer activities at a wide variety of levels, Paderborn University is well-known and respected in the region and well-connected and active both nationally and internationally.

STRATEGIC FIELDS OF ACTION AND GOALS

Paderborn University's self-image as a modern education and research institution, its awareness of the importance of the transfer of academic knowledge and innovations for the development of society, and its role as a modern employer point to the key fields of action for the future development of the university. To this end, it is essential to ensure that an efficient digital infrastructure is in place for research, teaching, learning, and knowledge and technology transfer; and that digital support processes are implemented for administrative staff. Extending this implementation is a task that is both self-evident and essential, and the innovative, strategic on-going development of this infrastructure is being driven forward with determination (PP 6).

The goal of this strategic orientation is to set the course for successfully further developing the university and strengthening its profile, thereby creating a solid basis for meeting current and future academic and societal challenges over the long term.



I. RESEARCH AND PROMOTION OF EARLY-CAREER RESEARCHERS

Paderborn University's research strength significantly contributes to the innovative strength of science in both North Rhine-Westphalia and Germany. It makes an important contribution to successfully addressing the key societal challenges of our time and is a driving force for the structural development of the region. Paderborn University has consistently increased its research performance in recent years, as can be seen in the steadily growing volume of third-party funding, which currently stands at just over €61 million (as at 2020).

An important goal is to continue this successful development and to [extend both basic and application-oriented research in all disciplines at Paderborn University at both the national and international level \(PP 1 and 2\)](#). Therefore,

- the framework conditions for excellent individual research are to be improved in all disciplines,
- outstanding academics are to be recruited in a targeted manner,
- a strategy is to be devised to support and promote research in the “smaller” disciplines, in order to improve the conditions for the development of joint projects, and
- research infrastructures and research data management are to be expanded.

All faculties are involved in the collaborative projects based at Paderborn University. This confirms Paderborn University's excellent interdisciplinary capabilities and demonstrates that the university's research strength is not limited to just a few individual disciplines, but rather extends across all disciplines. The [further development of interdisciplinary research](#) is essential for the acquisition of collaborative projects. Paderborn University's interdisciplinary research capabilities are therefore to be even better exploited in future, with the aim of [consolidating and further enhancing the high standard of collaborative research \(PP 2\)](#). To achieve this,

- exchange formats and incentive structures for interdisciplinary research are to be implemented and further developed,
- high-potential areas are to be established as a bridge between individual research and the university's key research areas. Because research develops very dynamically, in parallel with societal challenges and issues, scope must also be provided for innovative research ideas and approaches in all disciplines, subjects, research topics, theories and methods, above and beyond the existing key research areas that are tailored to specific research topics [\(PP 1\)](#),
- a quality assurance system is to be set up for Paderborn University's key research areas, based on the relevant DFG standards, for example. The key research areas are an important component of the research architecture at Paderborn University. With their established environment and associated structures in the form of interdisciplinary research institutions, joint ventures and collaborative partnerships with other universities, non-university research facilities and the sphere of business and industry, they offer a powerful, inspiring framework for innovative research that is to be further reinforced [\(PP 2\)](#),
- the university's internal research funding system is to be systematically extended and
- support structures for both existing and future collaborative projects are to be systematically developed, because excellent research requires excellent framework conditions.

Institutional collaborations, along with promoting the establishment of non-university research institutions in Paderborn, are of particular importance for the on-going development of the university. A high-calibre research environment offers a wide range of productive networking potential, thereby making a significant contribution to improving the conditions for innovative research and successfully securing third-party funding over the long term. To [strengthen Paderborn University's networking potential within the national and international research landscape](#),

- collaborations with external university and non-university research institutions are to be extended,
- support structures for securing national and international grants and awards are to be improved, and
- active involvement in national and international science and research organisations is to be supported.



Early-career researchers at all career levels make a significant contribution to the research and teaching performance of a university. They constitute the basis for the cutting-edge research of tomorrow, and thereby ensure the future viability and research strength of our academic landscape. The [development of an attractive support system for early-career researchers](#) at Paderborn University is therefore an important undertaking that is being pursued with determination (PP 5). In this connection,

- the career development strategy for early-career researchers is to be further developed in line with the European Framework for Research Careers (PP 5),
- a central graduate academy is to be established, and
- the faculty graduate centres are to be expanded.

It is important to Paderborn University to offer its employees an environment in which academic curiosity and creativity can freely flourish.

II. TEACHING AND LEARNING

A high-quality range of study offerings is a key prerequisite for the successful development of our students, but also for the understanding and future of our society. In light of this, Paderborn University is particularly committed to its educational goals, which it fulfils through a broad range of research-based courses. With a view to safeguarding the future of our society, Paderborn University's strong teacher training programme, which enjoys an excellent reputation throughout North Rhine-Westphalia, fulfils a special task – around one-third of Paderborn students are enrolled in a teacher training course. Ensuring and continually developing the high quality of the courses offered and of the university's teaching and learning conditions are therefore key fields of action.

The number of students enrolled at Paderborn University has grown significantly since its foundation (in 1972, the university numbered 2,500 students; in Winter Semester 2019/20, the figure was 20,293). The aim is to ensure [consolidation of student numbers at the current level](#) and to continue to position Paderborn University on both a national and international level as an attractive place to study. Therefore,

- target-group-specific recruitment measures are to be more strongly bundled and intensified,
- the range of course offerings in the teacher training programme is to be strategically extended, and
- the range of interdisciplinary courses and specialisations is to be increased.

In order to [increase academic success by reducing attrition rates and the number of semesters needed for selected courses](#) (PP 7),

- individually tailored support measures, in the faculties' learning centres, for example, are to be promoted and learning spaces expanded. Paderborn University sees the growing diversity of its student community as both a challenge and an opportunity for which it bears a special responsibility. To productively accommodate these diverse

learning paths and cultural backgrounds, adequate teaching concepts and target-group-specific support measures are needed for all phases of the student life cycle and are to be continually adapted (PP 7), and

- the calculation of key figures based on PAUL data is to be refined, to facilitate a more sophisticated assessment of the situation in future.

At Paderborn University, highly motivated students are supported in recognising and achieving their full potential. This includes the possibility of developing an individual profile, for example within the scope of the “studium generale” course and/or through the specialisation options available in numerous courses. With currently 66 degree programmes (as at 2020) and a variety of combination options (a total of 242 subject combinations in bachelor and master degree programmes, and 159 in teacher training courses), an attractive broad range of courses are available, allowing for individual specialisation.

Ensuring an ambitious range of courses that appropriately take into account societal demands and requirements will continue to be an important goal (PP 7) in future that calls for particular attention:

- An important task for the coming years is the structured integration of, in particular, digital key competencies over the entire spectrum of courses and teaching. Digital literacy is becoming an essential prerequisite and core skill for practically all academic and non-academic professional fields. This must be taken into account in the design of degree programmes, for which the redesign of the “studium generale” course provides an organisational framework, including with regard to other core skills.
- A significant mark of quality of Paderborn University courses is the research focus in all areas of teaching; this is to be maintained and further intensified in the future.



University's self-image as a traditional university, this also extends to the strategic use of digital teaching and learning formats to optimally complement and enhance the success of face-to-face teaching. [The support available for teaching staff in the area of digital teaching, learning and testing methods is therefore to be constantly further developed and expanded \(PP 6\).](#)

These dynamic developments require the constant [review and adaptation of the quality management system](#) in line with current framework conditions (PP 7). With this in mind,

- the guiding principles of teaching are being revised,
- with regard to accreditation of degrees at Paderborn University, it is being examined whether it would be expedient in the foreseeable future to switch from the programme accreditation procedure currently in use to system accreditation, and
- the goal, measurement and assessment system is to be redesigned and simplified, to make the control cycles more compatible with current cultures in the departments.

III. KNOWLEDGE AND TECHNOLOGY TRANSFER

Paderborn University regards knowledge and technology transfer as one of its core tasks, which arises organically from its research, teaching and learning activities. While knowledge transfer aims to communicate research findings to society, culture, the economy and politics, technology transfer is oriented towards direct implementation in an application context and extends not only to scientific and technological know-how, but also to methods, processes and courses of action in other areas, such as educational concepts and artistic techniques.

On the basis of this broad concept of transfer, an [understanding of transfer is to be anchored as an integral component of research and teaching](#), and transfer is to be established as a relevant academic performance dimension. To achieve this,

- a transfer strategy is to be codified and appropriate support measures put in place,
- an internal university culture of appreciation of transfer is to be created, and
- the transfer-related communication structures in the research, teaching and transfer units are to be optimised.

Paderborn University ranks among the universities with the highest spin-off rates in North Rhine-Westphalia, and among the top such institutions in Germany. The [promotion of start-up activities \(PP 4\)](#) will remain an important field of action in the future:

- Funded as an Excellence Start-Up Centre by the North Rhine-Westphalia Department of Trade and Industry since 2019, Paderborn University's Technology Transfer and Business Start-up Centre (TecUP) is the first point of contact for university members, providing them with guidance on all entrepreneur-related questions, from the brainstorming stage to market maturity. To safeguard and continue this successful development, the associated activities are to be made permanent.



- A lighthouse project in this connection is the construction of the start-up centre Akzelerator.OWL. One of the major infrastructure projects funded as part of the UrbanLand initiative, under the umbrella of REGIONALE 2022, it is one of five think tanks for East Westphalia-Lippe (OWL), with a reach that extends beyond this region. It is currently being constructed as the first building complex on the Barker Barracks redevelopment site in Paderborn. With smart solutions for a blend of living and working, culture and leisure, and science and industry, the future-oriented quarter being built on this site will generate fresh momentum for the city's development. Paderborn University's Akzelerator.OWL is a key element of this urban development concept for the future. This new innovative environment is paving the way for a unique research infrastructure with optimal conditions for entrepreneurship and networking, and offers development ideas that benefit the entire region.

Paderborn University contributes its academic expertise, its distinguished research strength and its distinctive transfer knowledge to numerous local and regional collaborations with academic institutions, business, industry and other social institutions and stakeholders. As a transformative force, it generates strong impetus for innovation in the diverse co-operation networks that support and advance the structural development of the region. In this context, one goal is therefore to **extend and reinforce the role of the university as a visible force for society both within and beyond the region (PP 3)**. For this reason,

- the involvement of university members in regional, national and international advisory bodies, think tanks and boards is to be promoted,
- the on-going professionalisation of the university's network of alumni, friends and supporters is to be driven forward,
- academic communication is to be professionalised and extended in order to make the numerous and diverse transfer activities of Paderborn University more visible, and thereby expand its presence in the region.

A further goal is to [sustainably strengthen and expand the university's multifaceted partnerships with business and industry and in the fields of education and culture \(PP 3\)](#),

- by developing and extending a structured programme of continuing education courses offered by the university,
- by building a database of experts,
- through interdisciplinary networking and bundling expertise within the university, and
- by intensifying transfer-oriented collaborative projects with corporate bodies and industry partners.

IV. INTERNATIONALISATION

The world of academia has always seen itself as transnational. As global networking is being intensified and made even more dynamic by the current digitalisation processes, increased international co-operation offers a wide range of opportunities that should be taken advantage of to respond to societal challenges and find the best possible answers to pressing global questions. For Paderborn University, strengthening and expanding international partnerships is therefore indispensable for the further development of research, teaching and learning and knowledge and technology transfer. Personal encounters and interactions with other knowledge cultures and thought patterns not only extend the knowledge base, but also sharpen reasoning powers, and thereby strongly promote creativity. Supporting international academic exchange and enhancing intercultural skills are therefore important prerequisites for innovation. Moreover, internationalisation is an important instrument in preparing Paderborn graduates for the national and international job market.

Accordingly, in addition to raising its international profile, the measures to promote Paderborn University's internationalisation process will be further developed in an integrated approach [\(PP 8\)](#), aimed at [increasing Paderborn University's international visibility as an attractive university and research institution](#). To achieve this,

- an internationalisation strategy will be developed and implemented [\(PP 8\)](#),
- Paderborn University will participate in the "Internationalisation of Universities" audit of the German Rectors' Conference (HRK) and
- the university will participate in the next call for proposals for the "European Universities" funding line.

Paderborn University already has an extensive international network and is striving to both strengthen existing and establish new partnerships with international universities in research, teaching and learning, and knowledge and technology transfer. In addition, Paderborn University plans to expand its co-operation network along its research profile and interests and increase its engagement within various EU networks and bodies.

Increasing the number of international and visiting academics is an important objective of Paderborn University (PP 8). Therefore, Paderborn University plans to enhance its attractiveness for this target group and support their integration in the university and the region, by

- intensifying target-group-specific marketing and recruitment measures,
- setting up an international alumni network,
- establishing Welcome Services, comprising a central contact point, an onboarding concept and appropriate support offerings, and
- providing all key information and documents in both German and English.



A further central goal is to increase the number of highly qualified international degree-seeking students and incoming exchange students (PP 8), to promote diversity on campus, make international and intercultural exchange an integral part of teaching and learning and build the next generation of specialists for the university and the region. Paderborn University has already taken successful steps to this end in recent years. This positive development is to be continued by means of:

- targeted marketing and recruitment measures and
- further improving the framework conditions, in particular by expanding study elements and courses taught in English.

Creating more opportunities to acquire intercultural skills and increasing international mobility (PP 8) are key elements for successful internationalisation. For this reason,

- digital support structures in the administrative processes related to international mobility are to be established,
- virtual and hybrid mobility formats will be developed and more opportunities provided for students to enhance their intercultural skills, in particular also in the university's bachelor degree programmes,
- opportunities for acquiring intercultural and language skills will be expanded for both academic and technical and administrative staff and
- information and support for international transfer-oriented projects will be improved.

V. EQUALITY AND FAMILY-FRIENDLINESS

Gender equality and family-friendly conditions are important to Paderborn University. Based on its underlying values of mutual appreciation, transparency, personal responsibility and equal opportunities, Paderborn University offers its staff and students fair study and working conditions. The university is highly committed to further optimising these conditions. Paderborn University is already considered a family-friendly university. In 2019, the university's family-friendly measures and structures were certified by the Family-Friendly University audit for the fifth time in succession and awarded a distinction.



The equal opportunity measures in place at Paderborn University are aimed at the non-discriminatory, equal participation of all men and women in all areas of the university. The University has to date been highly successful with its equality strategy, and has repeatedly distinguished itself in federal and state-wide competitions relating to various gender equality schemes (including the North Rhine-Westphalia Gender Award (Genderpreis NRW), the Female Professors Programme I, II, III and the German Research Foundation's (DFG) "Research-Oriented Standards on Gender Equality"). This is a testament to the high quality of a gender equality policy anchored firmly in the university, as also confirmed by the repeated award of the TOTAL E-QUALITY seal.

The aim is to [further optimise the study and working conditions at the university with regard to equality and family-friendliness \(PP 9\)](#). To achieve this,

- the measures agreed in Paderborn University's 2018 Future Equality Concept are to be implemented,
- implementation of the DFG's standards on gender equality is to be continued ([PP 9](#)),
- participation in external audit processes is to be continued, and
- the university's internal quality assurance system for equality is to be further developed.

Gender-sensitive appointment procedures, transparent appointment management, agreements on equal opportunities and equality goals with the faculties, taking into account the statutory target quotas, and the close involvement of the Equal Opportunities Officer are the basis for Paderborn University's top ranking for number of female professors: the figure currently stands at 35.1% (as at January 2020). The goal is to continue this successful development and to [increase the proportion of female professors in the academic qualification phase and in courses where there is a pronounced under-representation of women](#), by

- actively recruiting excellent female academics,
- continuing to conclude agreements on equal opportunities and equality goals between the Executive Board and faculties and
- extending targeted information for female students.

In keeping with the ideals of an academic foundation, [gender research](#) is also to be intensified, in particular through

- preservation of the denominations of gender professorships from the North Rhine-Westphalia Women's and Gender Research Network,
- increased interdisciplinary networking and bundling of expertise in this area.

VI. DIVERSITY AT PADERBORN UNIVERSITY

Equal opportunities and mutual appreciation for all university members are two of Paderborn University's underlying values that help shape its study and working conditions. By joining the Diversity Charter in 2011, Paderborn University explicitly expressed its commitment to promoting diversity. The successful implementation of the associated measures and goals is confirmed through its repeated receipt of the TOTAL E-QUALITY seal. In 2018, the university also received a TOTAL E-QUALITY Diversity endorsement for its successful sustained commitment to equal opportunities and diversity in its staff and organisational policy.



With this in mind, the [promotion of diversity in all areas and at all levels of the university](#) is set out as a central university-wide objective in a series of strategy documents and has been formulated as a clear goal for the development of Paderborn University. To this end,

- diversity aspects are to be taken into account in staff development and in decisions relating to staff and infrastructure. Accordingly, staff development is geared towards diversity-appropriate training and career development for all employees, as well as towards professionalising academics and managers to deal with heterogeneity.
- in future, advice and support on diversity will be bundled and presented more visibly in a central diversity portal and
- the integration of diversity-related research aspects in research projects will be supported, because dealing with diversity is not just a question of standard practice and a challenge for teaching concepts, but also an important research topic with high social relevance.

A key focus when it comes to promoting and dealing with diversity at Paderborn University is to give [special consideration to first-generation students and international students](#).

Both these target groups require tailored onboarding and support to assist them as they embark on their degree and to help them plan their studies in order to meet specific goals and successfully complete their course, for which

- the structural measures, tested within the framework of the joint German Federal Ministry of Education and Research (BMBF) project “Heterogeneity as Opportunity: Setting the Course in Decisive Phases of the Student Life Cycle”, and already firmly in place in many areas at Paderborn University, provide an excellent basis and are to be continually further developed (PP 7).

Efforts to promote diversity and equal opportunities are to be continued in the future (PP 9) and further developed into a [strategic diversity concept](#). To ensure high quality standards, the associated process is to be monitored by external experts.

VII. PADERBORN UNIVERSITY AS AN ATTRACTIVE EMPLOYER

It is the people who fill Paderborn University with life: the academics, the technical and administrative staff and the students. Good working, employment and study conditions are thus essential for the successful development of Paderborn University in all its fields of activity. It is therefore an important goal to create working and study conditions for all staff and students that allow them to contribute and develop their skills and abilities in the best possible way. The basis for this is a work environment in which everyone values, appreciates and respects each other, regardless of status group. The measures in place to promote equality and equal opportunities and a good work-life balance (cf. sections V and VI) are an integral part of this philosophy. In this spirit, the university guarantees adequate continuing education opportunities and transparent career paths.



To ensure good employment conditions and to safeguard employees' health (PP 5),

- the Staff Development division will devise a tailored, target-group-specific continuing education programme of modular courses for all employees (PP 5),
- equality, family-friendly and diversity measures are to be implemented (PP 9) and
- the university's health promotion measures will be continually developed, adapted and extended by the "Healthy Paderborn University" service and co-ordination centre. The quality of Paderborn University's health promotion strategy and its implementation is evidenced by, for example, the university's repeated success with the Corporate Health Award, in which it has been regularly participating since 2013.

To foster a culture of congenial and co-operative collaboration, the university is initiating

- exchange formats for the promotion of cross-team collaboration, and
- a knowledge management advice service, involving adequate documentation of work processes and mentoring in phases of professional transition.

To foster a culture of value-centred human resource management for academic, technical and administrative managers,

- a programme is being developed, aimed at training managers to manage their staff professionally and respectfully and to further raise their awareness of aspects relating to work-life balance, equality and equal opportunities, diversity and health.

The wide variety of staff development programmes, opportunities and support are aimed in particular at supporting collaboration in day-to-day work, increasing overall job satisfaction and strengthening the identification of all staff with the university.

IMPRINT

Paderborn University Strategic Plan, incorporating the recommendations and statements of the Senate pursuant to § 22, Para. 1 (1) (5) of the North Rhine-Westphalia Higher Education Act (HG NRW) of 3 November 2021 and on the basis of the approval of the Advisory Board pursuant to § 21, Para. 1 (1) (2) of HG NRW of 3 December 2021.

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